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Monday

SEPTEMBER 27, 2010 | A PUBLICATION OF *The Washington Post* | NEWS, ENTERTAINMENT, ARTS, LIFESTYLES | **FREE DAILY**



'DAVID AGAINST GOLIATH'
Bishop Eddie Long
vows to fight sexual
 misconduct claims **3**

BUILDING RESUMES

Peace talks teeter
 as Israel's slowdown
 on settlements ends **6**

TEACHABLE MOMENTS

Four films explore
problems that plague
 America's schools **26**

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5 facebook myths



There's been no shortage
 of hype about the world's
 largest social network —
 only some of it is true **11**



If You Tickle Us, Do We Not Laugh, Then Punch You?

Police in Winter Park, Fla., say a man dressed as Elmo was attacked Saturday, but he was able to fend off the attacker. The costumed man had been hired to perform as Elmo at a children's event at Guitar Center. When the attacker began throwing punches at Elmo, the performer fought back, breaking a few fingers on his antagonist's hand. Elmo was unhurt. (AP)

Just Name Them After States, Letters, Numbers

A rural Georgia county is losing about 550 street signs a years to thieves, and a commissioner says he has a solution: Make the names boring. McIntosh County Commissioner Mark Douglas says signs for Green Acres, Boone's Farm and Mary Jane Lane are frequently stolen. He suspects thieves target those signs because they share names with a popular TV series, a low-cost wine or a slang term for marijuana. (AP)

Next Time Try Crude Oil

A Cheyenne, Wyo., man who doused himself with white latex paint in hopes of avoiding being Tasered was hit with the stun gun anyway. When police arrived at Brian Mattert's house on a Sept. 16 domestic violence call, Mattert hastily covered himself in paint and told officers that if they shot him with the stun gun, he'd die. Officers told him the paint wouldn't affect the Taser's capability. (AP)



The Big Picture



JAMES FIELD set a new Guinness world record for the most consecutive bungee jumps by one person in 60 minutes, in London on Sunday. He completed 42 jumps, according to London's Metro newspaper. (EXPRESS)



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THIS WEEK

Louisiana Primaries

Louisiana's elections for lieutenant governor, judgeships, school board seats and other local races are Saturday. Early voter turnout was light, with just 50,540 voters.



Woodward Book Drops

Bob Woodward's newest book, "Obama's Wars," hits shelves Monday. The book details ongoing discord between the administration and the president over the war in Afghanistan.

India Games

India is rushing to finish preparations for the Commonwealth Games, but concerns about security, cleanliness and safety continue to dog its efforts. The sporting event is scheduled to open Sunday in New Delhi.

Nation

Ga. Pastor: I'm Not a Perfect Man

Megachurch bishop tells flock he will fight sex allegations

Lithonia, Ga.

The famed pastor of a Georgia megachurch said Sunday that he will fight allegations that he lured young men into sexual relationships, stressing that he'd be back to lead the church the next week.

Addressing a New Birth Missionary Baptist Church sanctuary packed with thousands, Bishop Eddie Long neither discussed specifics of the lawsuits filed against him nor flatly denied the accusations. But he drew applause when he addressed his flock publicly for the first time since the first lawsuits were filed several days ago.

"There have been allegations and attacks made on me. I have never in my life portrayed myself as a perfect man. But I am not the man that's being portrayed on the television. That's not me.



Bishop Eddie Long speaks at his New Birth Missionary Baptist Church on Sunday.

That is not me," he said as applause interrupted him during the first of two services Sunday morning.

Four young men have filed lawsuits in the past week — three who

live in Georgia and one from Charlotte, N.C., who attended one of Long's satellite churches there. Two claim they were members of the church's LongFellows Youth Academy, a pro-

"I feel like David against Goliath. But I got five rocks, and I haven't thrown one yet."

— BISHOP EDDIE LONG, INVOKING THE BIBLICAL STORY TO HIS MEGACHURCH CONGREGATION ON SUNDAY IN LITHONIA, GA.

gram that taught teens about sexual and financial discipline, when, they allege, Long gave them gifts and took them on trips to seduce them.

Long — whose church has counseled gay members to become straight — has been named as a defendant in the lawsuits, which claim the pastor abused his "spiritual authority." But federal and state authorities have said they will not investigate the allegations because all four men said they were 17 or 18 years old when the relationships with Long began — older than Georgia's age of consent, which is 16. **ERRIN HAINES (AP)**

Hearsay

"I think his testimony was not appropriate. What he had to say was not the way it should have been said."

— HOUSE MAJORITY LEADER STENY HOYER, TO "FOX NEWS SUNDAY" ANCHOR CHRIS WALLACE, ABOUT STEPHEN COLBERT'S IMMIGRATION TESTIMONY BEFORE CONGRESS ON FRIDAY. HOYER ADDED THAT COLBERT'S APPEARANCE WAS "AN EMBARRASSMENT."



Muslim Superhero

Comic book fans can soon add another superhero to the mix — a Muslim boy in a wheelchair.

The first cross-cultural superhero with disabilities lost his legs in a land mine accident and discovers he has the power to control metal and can become the Silver Scorpion. The superhero is the brainchild of a group of disabled Americans and Syrians. **(AP)**

Allergies?

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Panel participants include:

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Lawrence Leibowitz, Chief Operating Officer, NYSE Euronext

Kevin Plank, Founder, Chairman, and CEO, Under Armour

Kevin Warsh, Member, Board of Governors of the Federal Reserve System

Event will be moderated by:

Gillian Tett, U.S. Managing Editor of the *Financial Times*

Nation

Cancer Costs Skyrocket

New treatments offer to add months to life, but at steep prices

Boston

Cancer patients, brace yourselves. Many new drug treatments cost nearly \$100,000 a year, sparking fresh debate about how much a few months more of life is worth.

The latest is Provenge, a first-of-a-kind therapy approved in April. It costs \$93,000 a year and adds four months' survival, on average, for men with incurable prostate tumors. Bob Svensson is honest about why he got it: insurance paid.

"I would not spend that money," because the benefit doesn't seem worth it, says Svensson, 80, a former corporate finance officer from Bedford, Mass.

His supplemental Medicare plan is paying while the government decides whether basic Medicare will cover Provenge and for whom. The tab for taxpayers could be huge — prostate is the most common cancer in American men. Most of those who have it will be eligible for Medicare, and Provenge will be an option for many late-stage cases. A meeting to consider Medicare coverage is set for Nov. 17.



Bob Svensson is hooked up to a blood infusion machine at the American Red Cross in Dedham, Mass., as he undergoes a \$93,000 prostate cancer treatment.

Difficult Choices

For the last decade, new cancer-fighting drugs have been topping \$5,000 a month. Only a few of these keep cancer in remission so long that they are, in effect, cures. For most people, the drugs may buy a few months or years. Insurers usually pay if Medicare pays. But some people have lifetime caps, and more people are uninsured because of job layoffs in the recession. The nation's new health care law eliminates these lifetime limits for plans that were issued or renewed on Sept. 23 or later. (AP)

Unlike drugs that people can try for a month or two and keep using only if they keep responding, Provenge is an all-or-nothing \$93,000 gamble. It's a one-time treatment to train the immune system to fight prostate tumors. Part of why it costs so much is that it's a treatment that is individually prepared. But until it shows wider promise, enthusiasm will be tepid, said Dr. Elizabeth Plimack a prostate specialist at the Fox Chase Cancer Center in Philadelphia.

"Based on the information, they think the cost is tremendous, and they think the benefit is very small," she said. MARILYNN MARCHIONE (AP)



Patient Outreach: A pioneering telemedicine program in Iowa provides the abortion pill Mifeprex to about 1,900 women at clinics by using video teleconference to pair a consulting doctor with a faraway patient. Once the doctor gives the OK, a container releasing the pill is unlocked by remote control. Affording women more privacy than a surgical abortion, Mifeprex accounts for about one-quarter of U.S. abortions performed in the first nine weeks of pregnancy. (AP)

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Weekend Review



1 PORT-AU-PRINCE

Storm Takes Out Tents In Haiti Earthquake Camp

The sudden, powerful Friday storm that ripped through Haiti's battered capital destroyed thousands of tents in the homeless camps where more than 1.3 million people have lived since the earthquake destroyed their homes. The storm left five people dead. (AP)

2 DOCTOR GONZALEZ, MEXICO

Drug Trafficker Nabbed

Mexican authorities have arrested an alleged trafficker known as "The Tiger" who, they say, shipped a half-ton of drugs to the U.S. each month. Federal police said Saturday that Margarito Soto Reyes, 44, was detained along with eight alleged accomplices near the western city of Guadalajara. (AP)

3 EAST ORANGE, N.J.

Police Seeking Man Who Killed Seton Hall Student

New Jersey authorities are asking for the public's help in finding a man who opened fire at a party Friday night, killing a Seton Hall University student and wounding four others. East Orange police say no arrest had been made. The party was held about a mile from the campus. (AP)



ALIOSHA MARQUEZ/AP

4 Rescue Capsule Arrives

Workers maneuver a rescue capsule that was specially built to retrieve the 33 miners trapped since early August in Copiapo, Chile. The capsule arrived Saturday and will be used to pull out the miners individually after one of the three rescue holes being drilled reaches the men.

5 "I'm not a fan of the government doing anything. But I've got to ask: Why isn't the government doing anything?"

— STEPHEN COLBERT, STAYING IN CHARACTER WHILE TESTIFYING BEFORE CONGRESS ON IMMIGRATION POLICY ON FRIDAY. CONGRESSIONAL COMMITTEES FREQUENTLY INVITE ENTERTAINMENT OR SPORTS PERSONALITIES TO TESTIFY ON SPECIFIC ISSUES IN AN ATTEMPT TO DRAW MEDIA ATTENTION.



6 STOCKHOLM

Bomb Scare Diverts Plane

Canadian police are investigating whether a phoned-in hoax caused a Pakistani jet to be diverted to Stockholm for several hours Saturday for fear that one of its passengers was carrying explosives. Police evacuated 273 people from the jet, and briefly detained and searched a Canadian man, but no explosives were found on the man or the plane. (AP)

7 VERONA, ITALY

Support Group for Those Abused by Priests Meets

Italian victims of pedophilic clergy want such sexual abuse declared a crime against humanity, and they launched an international appeal on Saturday during the first public gathering in Italy. An organizer said the group is looking abroad for solidarity because Italy's statute of limitations ends after 10 years. (AP)

8 LAGOS, NIGERIA

2M

The number of people displaced by Nigerian flooding as of Friday. Nigerian authorities opened the gates at two swollen dams in the country's rain-soaked north, sending a flood into a neighboring state, affecting about 5,000 villages. (AP)

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Uncertainty Ahead in West Bank

As construction ban expires, peace talks continue delicately

Revava, West Bank

Jewish settlers released balloons and broke ground on a kindergarten as a 10-month construction slowdown expired Sunday, while U.S. and Israeli leaders tried to figure out how to keep Palestinians from walking out of peace talks over the end of the restrictions.

After the slowdown ran out at midnight, there was no Palestinian statement about the future of the talks.

Minutes after the expiration, Israeli Prime Minister Benjamin Netanyahu called on the Palestinians not to walk away, but instead to maintain constant contact “to achieve a historic framework accord within a year.”

Netanyahu has already signaled future settlement construction will be kept to a minimum.

The Palestinians have said they will quit the negotiations if Israel resumes building, though Pres-



Jewish settlers lay the cornerstone for a kindergarten Sunday in the West Bank.

“We return with new energy and a new determination to populate this land.”

— **DANI DAYAN**, AN ISRAELI SETTLEMENT LEADER WHO SPOKE SUNDAY IN THE WEST BANK AT A RALLY MARKING THE END OF THE 10-MONTH MORATORIUM ON BUILDING.

ident Mahmoud Abbas said in an interview Sunday in the pan-Arabic daily al-Hayat that he would not immediately withdraw.

The Palestinians asked for a meeting Oct. 4 of the Arab League’s peace initiative committee to dis-

cuss the negotiations.

Speaking in Paris on Sunday, Abbas said, “There is only one choice in front of Israel: either peace or settlements.”

Palestinians oppose all settlements built on territories they

Meanwhile ...

A boat carrying Jewish activists from Israel, Germany, the U.S. and Britain set sail on Sunday for Gaza, hoping to breach Israel’s naval blockade there. Richard Kuper, an organizer with the British group Jews for Justice for Palestinians, said one goal is to show that not all Jews support Israeli policies toward Palestinians. The vessel planned to deliver children’s toys, medical equipment, motors for fishing boats and books to Gaza residents. (AP)

claim for a future state.

The deadlock over settlements has created the first crisis in the negotiations, and U.S. mediators raced to bridge the gap between the Israelis and Palestinians. But a deal was far from certain.

Netanyahu imposed the slowdown in November in a bid to draw the Palestinians back to the negotiating table.

The Palestinians initially rejected the offer, but in recent weeks they demanded that the measures remain in place. (AP)

In Brief

SRINAGAR, INDIA

India’s Offer to Release Detainees Turned Down

Kashmiri separatist leaders on Sunday rejected India’s offer to release hundreds of young detainees and review the massive deployment of security forces in the Himalayan territory to defuse deadly civil unrest. At least 107 people, mostly teenage boys and young men in their 20s, have died in a crackdown on demonstrations since June, with every death stoking more protests. (AP)

LONDON

Aid Worker From Britain Abducted in Afghanistan

Afghan officials said a female British aid worker and three Afghan colleagues were kidnapped Sunday in the country’s northeastern Kunar province. Provincial governor Sayed Fazeullah Wahidi said the British woman was working on international aid projects in the province. (AP)

BAGHDAD

Car Bomb Kills Four Police Officers in Iraq

A car packed with explosives blew up Sunday near Fallujah, killing four policemen in the latest sign that insurgents could be trying to win back old strongholds, Iraqi officials said. Attacks elsewhere in the country killed at least four others. (AP)



Non-Smoking, Snake-Free Room, Please: A South African competitor reportedly found a snake in his room as complaints over cleanliness and safety continue to dog the Commonwealth Games in New Delhi. Officials have said the athletes’ village has improved — inspections last week turned up rooms spattered with excrement — but some teams said the situation remained grim. The games open Sunday. (AP)



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World

Oman Pursues Hikers' Release

Delegation reported to seek freedom for two Americans in Iran

Tehran, Iran

An Iranian newspaper reported that a delegation from nearby Oman was scheduled to visit Iran on Sunday to pursue the release of two American men imprisoned for more than a year.

The Gulf sultanate of Oman played a key role in securing the Sept. 14 release of a third American, Sarah Shourd, who was arrest-

ed with the two men still held — Shane Bauer and Josh Fattal.

The daily Jomhuri-e-Eslami, which is not state-run but close to the ruling establishment, reported that if the Americans are released, they will be able to leave for the Omani capital, Muscat.

Foreign Ministry officials in Oman could not immediately be reached for comment.

Shourd's release, which the Iranians said was on compassionate grounds because of illness, was a bittersweet milestone in a saga of fraught U.S.-Iranian relations.

But her release raised hopes that

Omani mediators may also intervene to help the others. Shourd was released after officials in Oman, an ally of Iran's and the United States', mediated a \$500,000 bail.

Last week, Iranian President Mahmoud Ahmadinejad said that the release of the men might be possible, but that is up to Iran's judiciary.

The three Americans were imprisoned in July 2009. They have said that at the time of their detention, they were hiking in northern Iraq. Iran initially accused them of illegally crossing the border and later raised spying suspicions. (AP)

Venezuelan Voters Head to the Polls



SUPPORTERS NEAR A POLLING STATION in Caracas cheer as President Hugo Chavez casts his vote Sunday in the elections for Venezuela's National Assembly. Chavez said voter turnout could be as high as 70 percent.

Diplomacy



THE U.S. GOVERNMENT said Sunday it made an "honest mistake" when it displayed an inverted Philippine flag, which wrongfully signified that the nation was in a state of war, at a meeting hosted by President Obama in New York. The flag was seen behind President Benigno Aquino III on Friday. (AP)

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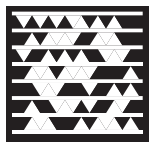
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Hit the Books on College Costs

There are many ways to curb the final price of higher education

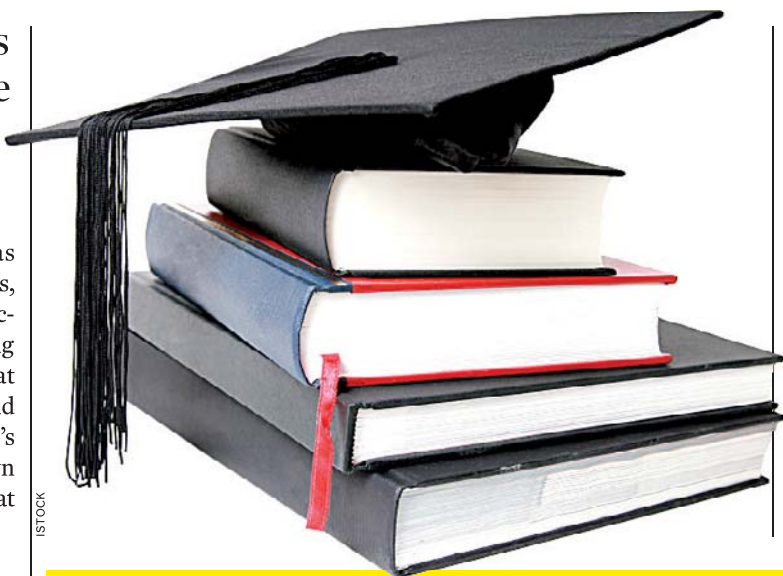
Personal Finance

Tuition figures aren't always as scary as they first appear. Grants, scholarships, loans and other factors can help families put a big dent in costs. The result is that about half of college students end up paying less than their school's asking price. Here's a breakdown of the factors that can affect what families ultimately pay.

The Asking Price

Private colleges are generally the most expensive, with an average annual price of \$35,600 for tuition, room and board. Public universities cost \$26,700 on average for out-of-state students and \$15,200 for in-state students. An increasingly popular option is attending a two-year college, where the average annual tuition and fees are \$2,500.

But that's all before financial aid



ISTOCK

packages are taken into account.

Try filling out a test Free Application for Federal Student Aid at Fafsa4caster.ed.gov to gauge how much assistance your family might be eligible for.

Grants & Scholarships

The ability to cover tuition without adding to your debt makes grants and scholarships the most desirable components of financial aid packages. This no-strings-attached money on average accounted for about half the aid given to students last year, or about \$5,000 per student.

Federal Loans

Ideally, your child won't have to take out any loans. But if necessary, remember that federal loans come with lower interest rates than private loans. They also come with benefits and safeguards. For example, borrowers who earn modest salaries after graduation can apply to have payments capped at 15 percent of their discretionary income.

Work Study

Parents may worry that having a job can hinder academic pursuits. But the federal work-study program that provides jobs to students as part of their financial aid package usually doesn't exceed 15 hours per week. And often schools find work in a student's field.

Tax Benefits

This year, the American Opportunity Credit lets families claim a tax credit of \$2,500 per student. The full credit is available to those who earn up to \$80,000, or up to \$160,000 for married couples filing a joint return. (AP)

Three Ways to Save

1 529 SAVINGS PLANS

A 529 savings plan can be thought of as a 401(k) for college. It's similar in that it offers tax advantages and you can invest your contributions in mutual funds or other investments. As a result, the balance is sensitive to stock and bond market volatility.

2 COVERDELL EDUCATION SAVINGS ACCOUNTS

The accounts are like Roth IRAs in that the account holder's contributions are taxed when they go in, but the account grows tax-free, and withdrawals are free of federal taxes if used for qualified educational expenses.

3 CUSTODIAL ACCOUNTS

The accounts are known formally as Uniform Transfer to Minors Act (UTMA) accounts and Uniform Gifts to Minors Act (UGMA) accounts. They were designed to allow adults to transfer ownership of securities and real estate to children and are often used as savings tools.



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Arena Stage's Dazzling New Look

After \$135M upgrade, facility hopes to serve as U.S. theater beacon

Washington

Arena Stage is about to make the most dramatic entrance in its storied, 60-year history, reintroducing itself to the city in a radical new shape, with a \$135 million remodeling that seeks to turn it into a gleaming fixture of Southwest Washington and a national center for the presentation, development and study of American theater.

When it officially reopens its doors to the public on Oct. 23 after its 30-month architectural overhaul, the company will finally be able to show off the tangible results of the renovation of its campus on Sixth Street and Maine Avenue — the most expensive project in a transformational decade of theater construction across the region.



The new Arena building will be the second-largest performing-arts complex in D.C.

The new enclosed space, encompassing about 200,000 square feet, is more than double the area Arena used to take up on a parcel that had grown seedy with age. Arena's main stage, the Fichandler, was built in 1961, and its second space, the Kreeger, was built in 1971; the shells of both remain

intact in Bing Thom's design, now sitting under a roof about 450 feet long. In addition, Arena has added an intimate third stage: the 200-seat Kogod Cradle, a warm space with a curving entryway with a unique aesthetic.

In and around the theaters, Arena plans something like a think



Arena's campus as it appeared in 1971 after the Kreeger Theater opened.

tank of the American stage: public conversations, industry colloquies and artistic residencies to supplement the works Arena will both import from other theater companies and produce itself.

"There's a feeling of vitality and rebirth in this," says Rocco Landesman, chairman of the National Endowment for the Arts and a longtime Broadway theater owner and producer. **PETER MARKS (THE WASHINGTON POST)**

washingtonpost.com

Take a video tour of the remodeled Arena Stage with Post culture critic Phillip Kennicott | **postlocal.com**

Va. Gov. Moves Fast to Restore Felons' Rights

Richmond

Virginia Gov. Robert F. McDonnell is on track to restore voting rights to more felons than either of his Democratic predecessors — a surprising development for a conservative Republican who served as a law-and-order attorney general.

His administration has approved 780 of 889 applicants — 88 percent, according to the Secretary of the Commonwealth of Virginia's Office, which handles the requests.

"It was pretty darn fast," said James Bailey, regional director of the Hampton Roads Missing Voter Project, which encourages felons to apply for restored rights. "I give him props for sticking to what he said he was going to do." **ANITA KUMAR (THE WASHINGTON POST)**

The Lotteries

Sunday, Sept. 26

District

Mid-day Lucky Numbers 8-2-9
Mid-day DC 4 3-9-3-2
D.C. Five (Sun.) 3-0-5-6-2

Maryland

Mid-day Pick 3 4-0-6
Mid-day Pick 4 0-8-3-7

Virginia

Mid-day Pick 3 8-4-7
Mid-day Pick 4 8-2-1-7
Mid-day Cash 5 4-10-14-17-33

All winning numbers are official only when validated at a claims location. Drawings that occur after Express' deadline will be published two days later.

Rhee: School Reform Will Go On

Washington

The last time Chancellor Michelle A. Rhee appeared in public with AFT President Randi Weingarten and U.S. Education Secretary Arne Duncan, she declared the results of the D.C. Democratic mayoral primary — which unseated her boss, Mayor Adrian M. Fenty — "devastating" for the city's schoolchildren.

On Sunday morning on "Meet the Press," she said the deluge won't necessarily follow after her.

"Education reform can continue in D.C. whether I'm there or not," Rhee said, provided that elected political leadership

steps up to the plate to support tough policy decisions.

Local politics swirled around the discussion, which kicked off NBC's two-day "Education Nation" summit. Duncan, who lionized Fenty, said that when the history of school reform in the city is written, he will be a major figure.

"He can walk out with his head held high," Duncan said. **(TWP)**



Rhee



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Facebook Fact-Check

Movies often have Web sites, but it's not so often that websites have movies. Facebook, of course, is not just any website; in the 6 1/2 years since founder and chief executive Mark Zuckerberg started the social networking service in his Harvard dorm room, it has acquired 500 million users worldwide. It may be the fastest-growing company in history. And now, yes, it is the inspiration for a movie, "The Social Network," opening Oct. 1. Even before Hollywood got involved, Facebook was the subject of quite a bit of lore — not all of it true. Here are five myths. DAVID KIRKPATRICK



Mark Zuckerberg, top, and his doppelganger Jesse Eisenberg in "The Social Network."

GETTY IMAGES AND COLUMBIA PICTURES

1 Facebook is used mostly by college kids.

When Zuckerberg started Facebook in the spring of 2004, it was just for his classmates — but that chapter lasted only a matter of months. The site opened to students with e-mail addresses from other colleges later that year, to high schoolers in 2005 and to all adults in 2006. While Facebook's base still skews young, about two-thirds of its 134 million American members are older than 26. Outside the United States, Facebook's fastest growth has been among middle-aged women.

27.8M

The number of people in Indonesia who are members of Facebook — out of a total of 30 million people who are online. Indonesia is the network's third-largest country.

2 Facebook keeps changing to help sell advertising.

Zuckerberg is constantly making changes to Facebook's features and interface, and some of these changes have left users with less control over how their personal data are displayed. In one such instance last year, each user's list of friends was made public; the resulting outcry by privacy advocates and a small but vocal group of users forced Facebook to retreat this spring.

The company's critics presume that these changes reflect a profit motive — they note that exposing users' data makes it easier for advertisers to target them. But Zuckerberg doesn't seem to see ad revenue as an end in itself; he sees it as a way to pay the bills as he expands his service. (If his primary motivation were short-term financial success, he might have accepted Microsoft's 2007 offer, which would have paid him, at age 23, more than \$4 billion for his share of the company. He didn't even consider it.)

3 Facebook users are up in arms about privacy.

Some say they are, but actions speak louder than words, and Facebook has continued to grow through each controversy. The biggest one took place in September 2006, when Facebook introduced its News Feed feature, which presents the latest information about each user to all of his or her friends. Although 10 percent of Facebook users protested this change, the News Feed quickly became the site's most popular feature.

Friendly Faces?

Many users accept friend requests from people they don't know very well — if at all. In an experiment, security firm Sophos invited Facebook users to befriend someone named Freddi Staur, whose profile contained almost no information but showed a photo of a small green plastic frog. The request was accepted by 41 percent of users.

4 Zuckerberg stole the idea for Facebook from other students.

Zuckerberg briefly worked for a group of older students who were building an online social network they called Harvard Connection (later renamed ConnectU), but he launched his own site, which he originally dubbed Thefacebook, before they could complete theirs. The older students felt betrayed and filed a lawsuit against Zuckerberg, charging that he'd ripped off their idea. He settled the claim out of court, reportedly paying the students stock worth tens of millions of dollars.

But a little context is helpful. Zuckerberg and the older students were greatly influenced by services already in operation, including Friendster, which launched in March 2003. Moreover, social networks were appearing at colleges all over the country that school year, including at Yale, Columbia and Baylor. A sophisticated service called Club Nexus had launched at Stanford in 2001.

5 Facebook could soon go the way of Friendster and MySpace.



Friendster was created by a guy who said part of his motivation was to help people find dates; MySpace was initially used for much the same purpose. Facebook, by contrast, was conceived as a much broader communication tool. Friendster and MySpace were never as technologically sophisticated as Facebook, nor did their leaders possess a fraction of Facebook's paranoia about competitors. And neither service ever became nearly as large as Facebook. It is the largest service on the Internet by far in terms of hours of use, and it has become the world's largest repository of photos.

washingtonpost.com

David Kilpatrick, the author of this article and of the book "The Facebook Effect: The Inside Story of the Company That Is Connecting the World," will answer questions on washingtonpost.com/liveonline Wednesday at 11 a.m.

Redskins Roughed Up in St. Louis

Rams end 14-game home losing streak in mistake-filled game

 **30** | **16** 

Redskins	0	13	3	0	16
Rams	14	0	7	9	30

Steven Jackson watched from the sideline as the St. Louis Rams ended a 14-game home losing streak. Somehow they did not seem to miss their offensive star.

Backup running back Kenneth Darby scored the go-ahead touchdown in the third quarter, helping the Rams overcome an injury to Jackson in a 30-16 victory over the Redskins on Sunday.

The Rams (1-2) won for only the second time in 29 games overall behind a strong start and even stronger finish, with the biggest offensive showing under second-year coach Steve Spagnuolo.

St. Louis, which lost its first two games by a total of six points, topped its previous best of 23 points under Spagnuolo in a five-point loss to the Saints last November.

The Rams led 14-0 after their first two scores in the first quarter this season, weathered a 13-point surge by the Redskins plus a blocked field goal at the end of the half, and played keep-away after the break. They stymied the Redskins defensively despite going with a pair of backup safeties much of the game, and got impressive work from the reserve running backs after Jackson was sidelined with a groin injury in the second quarter.

Darby had 49 yards on 14 carries, and Keith Toston had 22 yards



Rams running back Kenneth Darby crosses the goal line as Redskins defensive back Phillip Buchanon tries to tackle him. Darby gained 49 yards on 14 carries on Sunday.



BEST CALL: Down at halftime, the Redskins opened the third quarter with a bomb to Santana Moss that injected a little momentum.

WORST CALL: For some reason, after a strong start, Clinton Portis wasn't a part of the offensive attack for a good part of the game.

WORST ADJUSTMENT: As the Rams methodically ramped up the pressure on Donovan McNabb, the Redskins couldn't find a creative way to convert a third down at all. Drive after drive stalled as a result.

F The Redskins are plainly a bad football team. It showed glaringly against the Rams.





Punter Josh Bidwell and receiver Joey Galloway are stunned after Sunday's game.

on 11 carries. Jackson finished with 58 yards on 10 carries, including a 42-yard score for the game's first touchdown.

Santana Moss had six receptions for 124 yards and a score for Washington (1-2) but also lost a fumble in the first half that led to a touchdown for St. Louis. Donovan McNabb, who gets his homecoming game at Philadelphia next week, was 19 for 32 for 236 yards with one touchdown and an interception.

The pick by Bradley Fletcher at the Washington 41 with 3:39 to play helped the Rams finish it off with Josh Brown's third field goal of the second half.

Sam Bradford was 23 for 37 for 235 yards and one touchdown and one interception for the Rams, spreading the ball to nine receivers. R.B. FALLSTROM (AP)

	116 RUSHING YARDS	236 PASSING YARDS	19 / 32 COMPLETIONS/ ATTEMPTS	2 TURN- OVERS	9 / 65 PENALTIES/ YARDS	25:10 TIME OF POSSESSION
	133	235	23 / 37	2	9 / 99	34:50

Sunday's Stars

Santana Moss did all he could with six catches for 124 yards and a touchdown.



Sam Bradford proved his No. 1-pick pedigree and threw for 235 yards and one TD, taking a big step forward for the Rams.



Sports

Sunday Recap

WEEK 3

Top Dogs



Adrian Peterson, RB, Vikings

Peterson added another 80-yard touchdown run to his highlight reel on his way to a 160-yard rushing day with two scores. Peterson carried the ball 27 times and also caught five passes for 30 yards in the Vikings' win over the Lions.



Anquan Boldin, WR, Ravens

Boldin made a great impression on the Baltimore faithful, racking up 142 receiving yards and scoring three touchdowns in his first game at M&T Bank Stadium since coming to the team from Arizona in the offseason.

Falcons Boot Saints in OT


PATRICK SEMANSKY/AP

The Atlanta Falcons react after place kicker Matt Bryant drilled a 46-yard field goal in overtime to defeat the defending champion Saints 27-24 on Sunday.

Scoreboard

Titans 29, Giants 10
Bengals 20, Panthers 7
Steelers 38, Bucs 13
Patriots 38, Bills 30
Ravens 24, Browns 17
Chiefs 31, 49ers 10
Cowboys 27, Texans 13
Vikings 24, Lions 10
Falcons 27, Saints 24 (OT)
Eagles 28, Jaguars 3
Colts 27, Broncos 13
Cardinals 24, Raiders 23
Seahawks 27, Chargers 20
Rams 30, Redskins 16

Hearsay

"We had a little bit of spark for about 3.5 minutes. In this league, that's not enough."

— **PANTHERS COACH JOHN FOX**, on his winless team's performance in a 20-7 loss to the Cincinnati Bengals.

10

The number of consecutive wins that the Tennessee Titans have against NFC foes. The Titans beat the Giants 29-10 Sunday.



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Sports

Cowboys Break Through Versus the Texans

27 | 13

Pro Football

Jerry Jones can exhale, at least for now. So can Wade Phillips. Tony Romo threw two touchdown passes to Roy Williams, Marion Barber ran for another score, and the Dallas Cowboys got their first win by beating the Houston Texans 27-13 on Sunday.



Arian Foster of the Texans is stopped by Igor Olshansky (99) and Keith Brookings (51).

BOB LEVY/GETTY IMAGES

The Cowboys' defense got its first three takeaways of the season and held Houston's top-ranked offense to 340 yards. DeMarcus Ware sacked Matt Schaub three times, and the Dallas secondary limited All-Pro receiver Andre Johnson to four catches for 64 yards. Romo went 23 for 30 for 284 yards, Williams caught five passes for 117 yards and the Cowboys (1-2) finally turned in a dominant performance after starting 0-2. (AP)

In Brief



Jim Furyk celebrates after capturing the FedEx Cup with his win on Sunday.

GOLF
Furyk Wins Big Pay Day
The biggest shot of his career gave Jim Furyk the biggest payoff in golf. Clinging to a one-shot lead, with a \$10 million bonus riding on the outcome, Furyk nearly holed a bunker shot and knocked in the 2½-foot par putt he had left to win the Tour Championship and capture a FedEx Cup that came down to the very last hole. (AP)

COLLEGE FOOTBALL
Nevada Joins Top 25
The only previous time Nevada was ranked in the AP Top 25, it was 1948. It took 62 years, but the Wolf Pack is back in The Associated Press poll. Nevada was No. 25 in the poll released Sunday and is off to a 4-0 start for the first time since 1991, the year before it jumped from I-AA to I-A. (AP)

AUTO RACING
Johnson Rolls in Dover
Jimmie Johnson dominated again at Dover International Speedway, winning the second race of the Chase for the Sprint Cup championship for his sixth victory of the season. After shaking a rare poor finish last week in New Hampshire, Johnson is now up to second in the points standings behind Danny Hamlin. (AP)

No Big Ben, No Problem for 3-0 Pittsburgh

Pro Football

Ben who? Charlie Batch threw for 186 yards and two long touchdowns to Mike Wallace in his first start in nearly three years, helping the Steelers remain unbeaten with a 38-13 victory over the Tampa Bay Buccaneers.

38 | 13

Wallace scored on catches of 46 and 41 yards during a stretch where Pittsburgh scored on four-straight possessions to build a 28-6 half-time lead. Pittsburgh threw a league-low 43 passes in its first two games, winning primarily by running the ball and playing ballhawking defense. The Steelers improved to 3-0 for the first time since 2007, despite playing without Ben Roethlisberger, who's serving a four-game suspension. (AP)

TV Lineup

FOOTBALL (8:30 P.M., ESPN)
The Chicago Bears and Green Bay Packers renew one of the NFL's best rivalries on prime-time TV.
NATIONALS (7 P.M., MASN) The Nats

play host to the Philadelphia Phillies, who are on the verge of clinching the NL East crown.
BASEBALL (10 P.M., WGN) The Cubs try to spoil the Padres' playoff hopes.

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Sports

Nats Stun Braves Again

Cellar-dwellers put a dent in Atlanta's fading playoff hopes

The Nationals

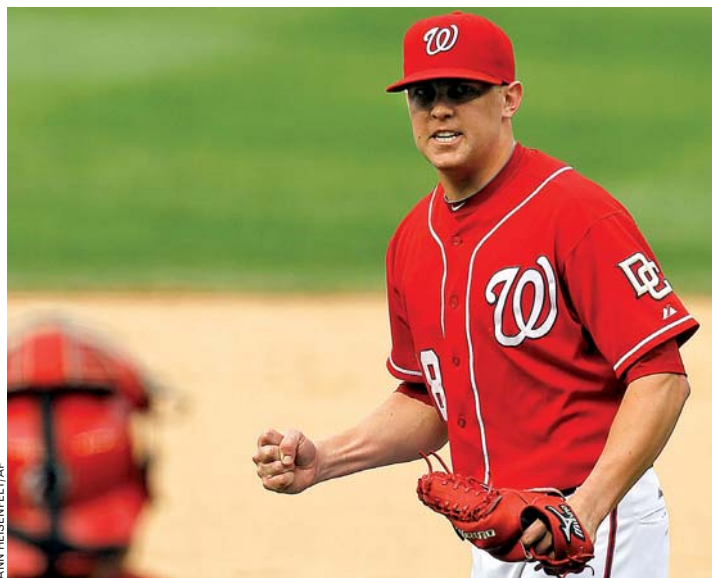
Years from now, when the Atlanta Braves think about the National League East pennant flying high above some other team's stadium, they will curse these Washington Nationals. Dropped into the Braves' playoff race this weekend, the Nationals continued their season-long assault on their postseason chances.

From their last-place bunker, the Nationals lobbed one more grenade at the Braves on Sunday afternoon,

a 4-2 victory before 21,625 at Nationals Park. In one of the Braves' most important games, the Nationals delivered the clutch performances: Ian Desmond's two-out, two-run, game-winning single in the seventh; Sean Burnett's six crucial outs in relief; and Livan Hernandez's latest high-quality start.

The victory stunted the Braves' mission of sending Bobby Cox to the playoffs one last time, and it also gave the Nationals a 10-8 final margin in the season series.

Meanwhile, the first-place Phil-



Drew Storen reacts after saving the Nationals' 4-2 victory over the Braves Sunday.

MLB SCOREBOARD

Indians 5, Royals 3

Tigers 5, Twins 1

Blue Jays 5, Orioles 2

Pirates 9, Astros 3

Mets 7, Phillies 3

Mariners 6, Rays 2

Brewers 7, Marlins 1

Nationals 4, Braves 2

Cardinals 8, Cubs 7

Giants 4, Rockies 2

White Sox 4, Angels 3

Late game results: [washingtonpost.com](http://www.washingtonpost.com)

lies have customarily thumped the Nationals, winning 10 of 15 games. Games played against the Nationals make up 3½ of the six-game difference between the top two teams.

After his dominant two innings, which earned him his first win of the season, Burnett had still not allowed a run in September. In his past 16 innings, Burnett has allowed 13 hits and two walks while striking out 16. He passed the ball to Drew Storen for the ninth. Last Sunday, Storen blew a three-run lead. A week later, he retired all three batters he faced.

ADAM KILGORE (THE WASHINGTON POST)

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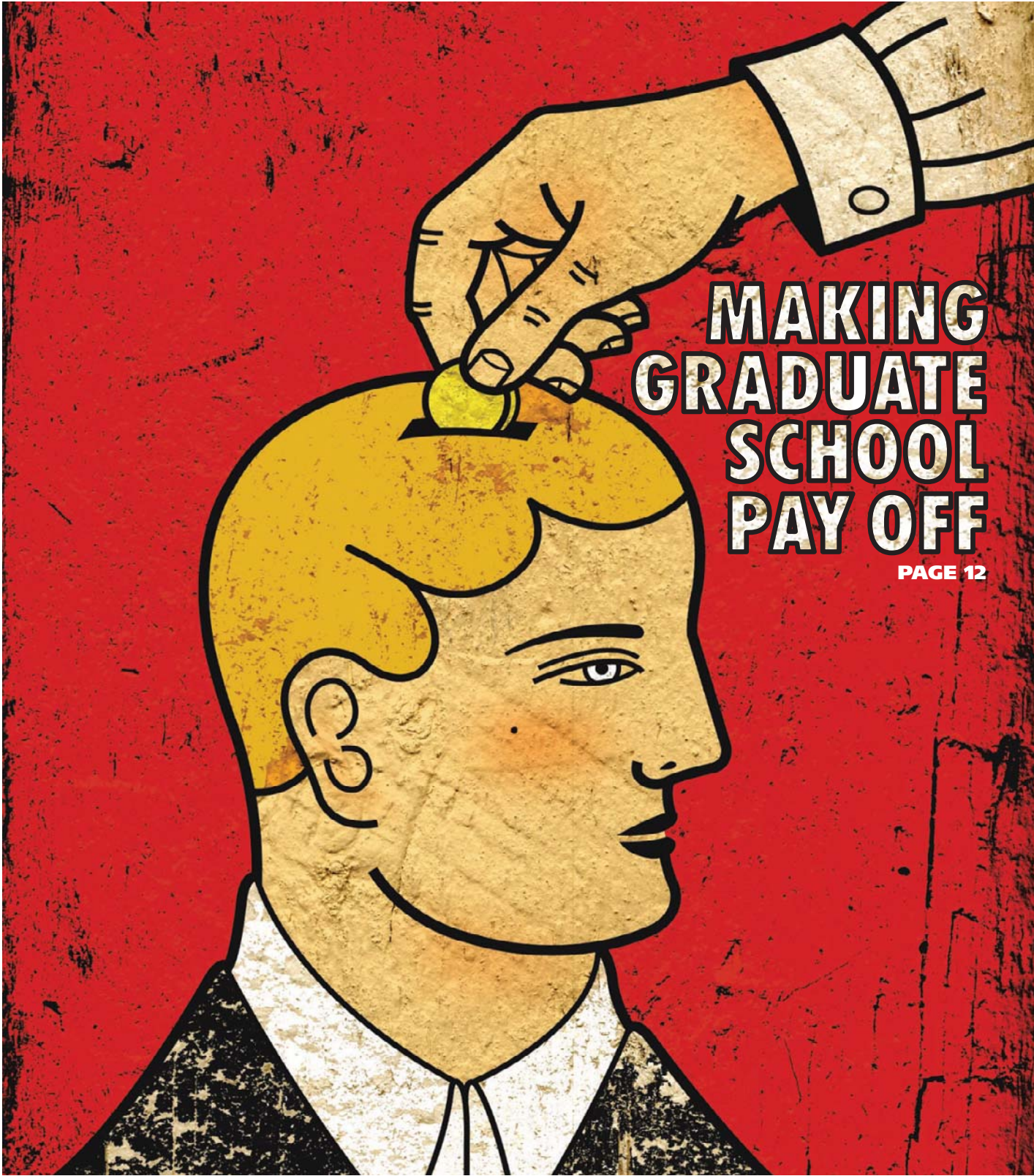
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Guide to Business & Graduate Education

WELCOME

Now in its ninth year of publication, the Guide to Business and Graduate Education is designed to provide some assistance in the ever-daunting, ever-intimidating upper-education search process. In today's competitive higher education climate, applicants need to be as informed as possible while performing their search. But with the proper tools and information to guide you, the application process can become less burdensome and more fruitful. In this guide, you will find informative, up-to-date facts, figures and more to help you begin your search and to give you that competitive edge.

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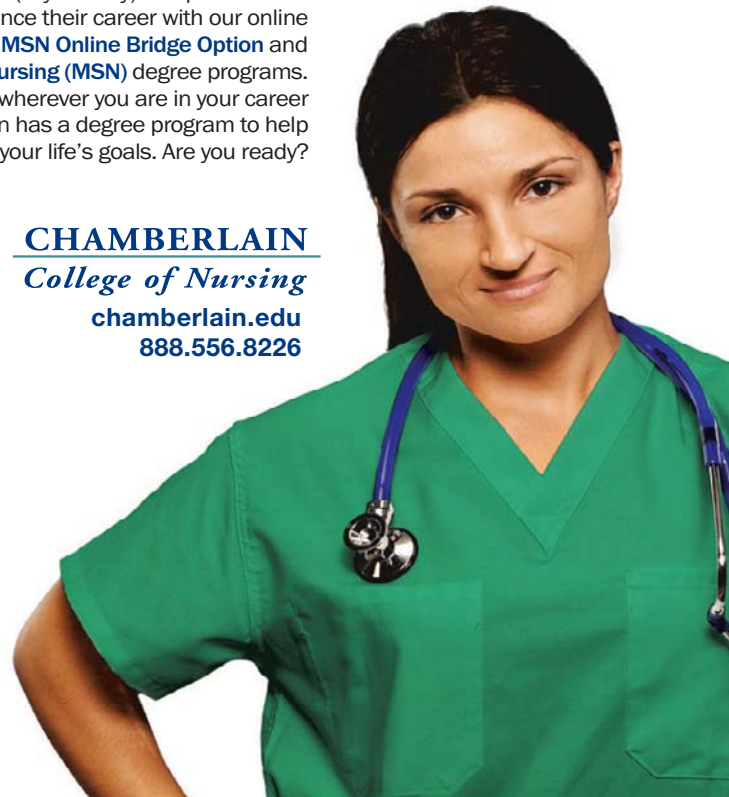
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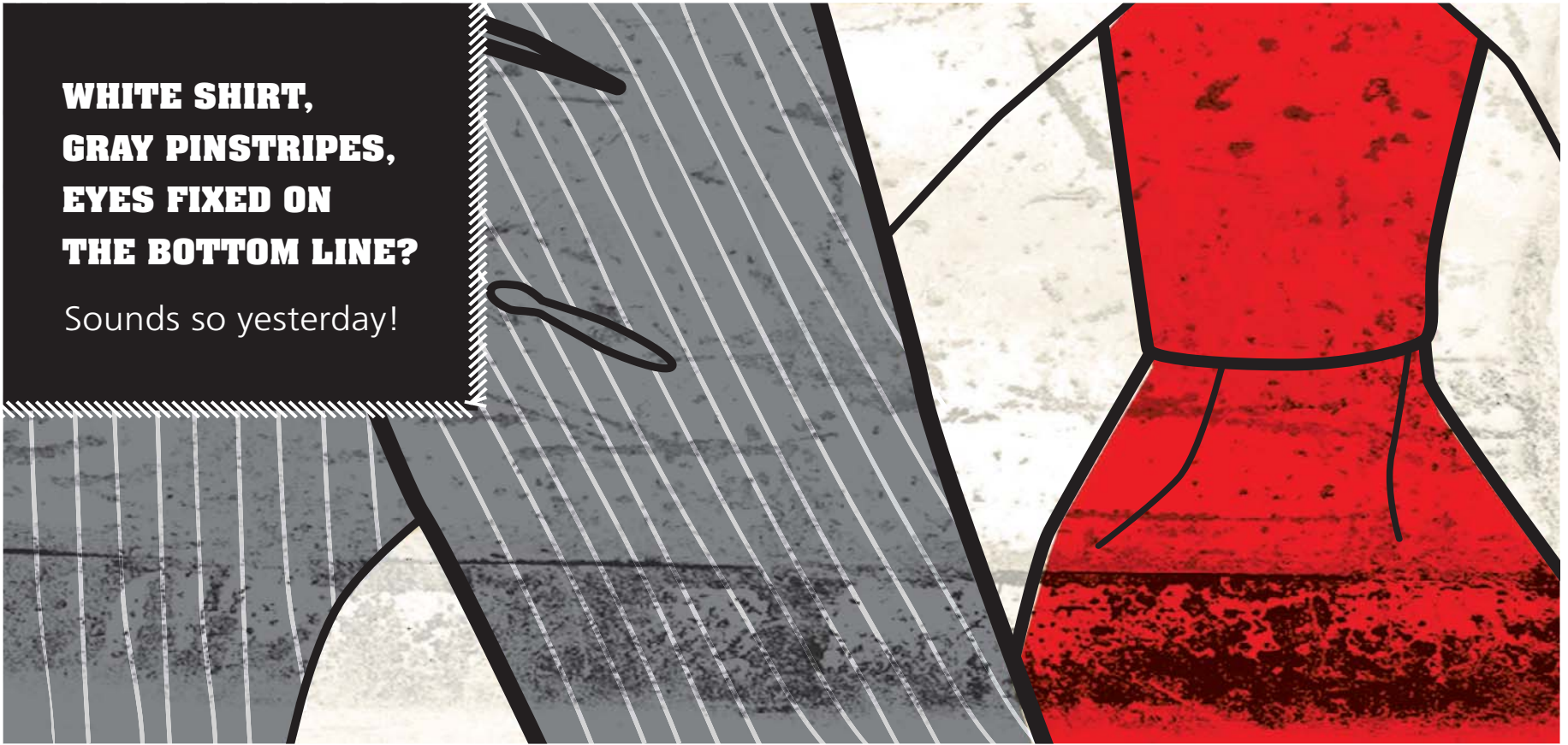
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White shirt, gray pinstripes, eyes fixed on the bottom line? Sounds so yesterday! Today, MBAs are expanding beyond traditional business careers. They are starting entrepreneurial ventures, leading nonprofit organizations and joining government agencies. And MBA curricula, classmates and career opportunities are increasingly international. MBAs tackle national security, global development, health care policy, environmental sustainability and much more.

"Not only has MBA education matured over the past 30 years, but recent events also have provoked important questions about the role of business schools. The stage is set for an enormous amount of innovation," said Garth Saloner, dean of Stanford Graduate School of Business.

As business itself undergoes dramatic transformation, MBAs need to focus beyond traditional business transactions. "We believe the world is crying very loud for a new kind of business leader," said Yash Gupta, dean of Johns Hopkins University's Carey Business School. "We need to learn how to deal with uncertainty and ambiguity." Attempts to apply "Americentric" systems to third world economies, for example, can easily lead to failure, he said. Rather than merely providing for a customer's needs, successful businesses in today's global economy need to create new customers and develop new skills among the people served.

"The business leaders of tomorrow will be called upon by government," Gupta added. "Public policy is becoming much more like business."

"We believe the world is crying very loud for a new kind of business leader."

— Yash Gupta, dean, Carey Business School,
Johns Hopkins University

As business becomes increasingly global and public policy grows more and more international in scope, internships and studies abroad are becoming common in MBA programs. At the University of North Carolina's Kenan-Flagler Business School, students can do part of their studies at a top-ranked business school in Asia, Europe or beyond. Virginia Tech's executive MBA program includes a 10-day, international residency. And Yale School of Management students are required to participate in a first-year, faculty-led trip abroad. To prepare, they research industries in their destination countries, give presentations to classmates and hear from experts on the region.

CONTINUED ON PAGE 6

IMPACT STARTS HERE

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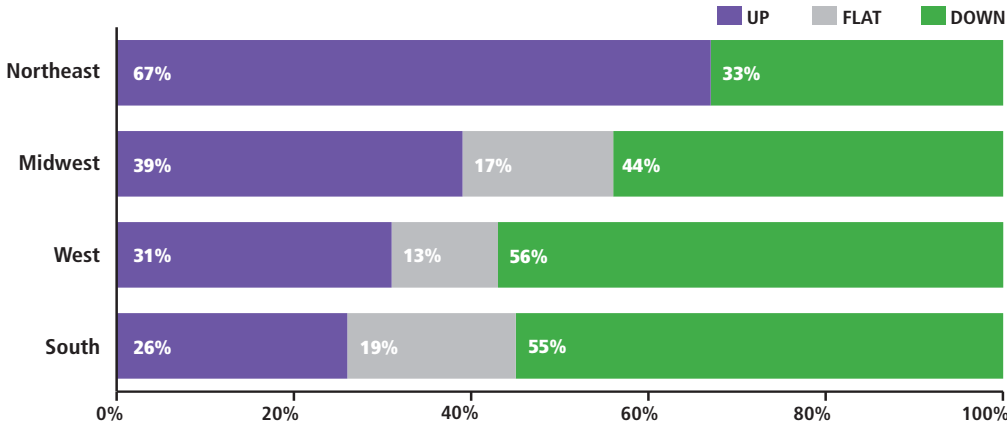
MBA UNLIMITED CONTINUED

Full Time or Part Time

Entrepreneurs, corporate leaders and innovators in the nonprofit world can all benefit from a comprehensive business education. Traditional, full-time MBA programs offer a wide focus that includes management, finance, business strategy, accounting, budgeting, economics and organizational behavior. MBAs with comprehensive expertise can be especially attractive to consulting firms and financial organizations.

A growing number of students are opting for part time MBA programs, which make it feasible to pursue the degree while working full time. Professionals in a variety of fields often pursue an MBA to expand their horizons and develop a managerial skill set. For example, Strayer University offers online MBA programs with concentrations in accounting, finance, health administration, human resources management, information systems management, public administration and various other specialties.

U.S. PART-TIME MBA PROGRAMS REPORTING CHANGE IN TOTAL APPLICATION VOLUME, BY US REGION



In the United States, no differences in application trends to full-time MBA programs were observed across national regions. Part-time MBA programs in the United States, however, did witness regional variations in application trends. The strongest application flow to part-time MBA programs in 2010 was observed in the northeast and the weakest was in the west and the south (see chart above). According to the U.S. Bureau of Labor Statistics, the northeast reported the lowest regional jobless rate in June 2010 (8.8%), and the west reported the highest (10.7%).¹ On the other hand, personal income from first quarter 2009 to first quarter 2010 increased by three percent in the northeast, but only by one percent in the west.

Source: Graduate Management Admission Council (GMAC), *Application Trends Survey Report*, 2010
¹ US Bureau of Labor Statistics (June 2010). Regional and state employment and unemployment (news release). Washington DC. Available at <http://www.bls.gov/news.release/laus.nr0.htm>.

J.J. Burke, age 27, is optimistic that he will have no trouble paying off his large loans from pursuing a full time MBA at the University of Maryland’s Smith School of Business. After graduating in May, he continued in an internship, begun in January, with the financial services team at Avalere Health, a consulting firm in Washington, D.C. Founded by a former Clinton staffer, the firm focuses on health care business strategy and public policy. By the time Burke’s first loan payment comes due in November, he hopes to have a permanent job, possibly at Avalere.

“Academically, pursuing a full time MBA was an excellent decision,” Burke said. He figures about 70 percent of his classmates now have jobs; many are working in the investment, corporate and financial sectors. “Those with jobs have been very picky about what job they will take,” he said. Although most feel confident of their ability to make loan payments, Burke figures that if he were starting an MBA program in today’s job market, he would probably choose a part time program.

Bottom Line

A traditional, two-year, full time MBA program could set you back anywhere from less than \$20,000 with in-state tuition and an employee reimbursement program to more than \$150,000 at a top-ranked private university, plus the cost of taking time off the job market.

“It’s very, very difficult to decide to leave your job to study full time unless you are going to a global brand school,” said John Fernandes, president and CEO of the Association to Advance Collegiate Schools of Business International (AACSB). A recent survey by the Graduate Management Admissions Council (GMAC) has found softening demand for full time MBA programs.

In 2006, a *Financial Times* survey found that MBA students graduating from leading business schools often landed starting salaries well into the six figures. In today’s tough job market, however, not all freshly minted MBAs can count on earning enough to pay back their education loans. Even at Harvard Business School, one quarter of last year’s MBAs didn’t have a job lined up by the time they graduated, according to poetsandquants.com, a new Website that focuses on business school education.

“It’s a tough recipe these days,” Fernandes said. “I would want to do it with a company subsidy if possible.” A smart first step toward pursuing an MBA is to find a job with one of the many companies that offer a tuition reimbursement program.

The George Washington University School of Business is among those offering not only a full time MBA, but also part time MBA programs for working professionals. In addition to financial support, an employer may allow flexible scheduling to allow time to get to a 5 p.m. class or take off Friday afternoon for a weekend seminar.

GMAC’s latest global survey of business schools, released in August, found a sharp rise in applications to executive education programs. Many employers offer substantial support for selected mid-career professionals with extensive work experience to attend such programs.

The executive MBA program at Virginia Tech’s Pamplin School of Business offers an immersion approach in its National Capital Region and other Virginia locations. Its core program covers accounting, economics, organizational behavior and decision theory. This is followed by course choices in traditional business areas such as marketing, finance, information technology and operations management. An international perspective and a strong focus on high technology management underlie several of the program’s advanced courses.

This year, 59 percent of executive MBA (EMBA) programs reported an increase in the number of applications, reversing a three-year decline. This was one of the highest proportions of programs reporting increases in volume among all MBA programs.

Source: Graduate Management Admission Council (GMAC), *Application Trends Survey Report*, 2010

In a challenging job market, however, positions with employer-based tuition subsidies can be hard to come by. Many MBA programs prefer candidates with at least two years of work experience. Unemployed recent college grads can strengthen an MBA admission application with relevant volunteer experience and jobs not directly related to business studies.

Guide to Business & Graduate Education

Attending an in-state public university can be the most cost-effective way to pursue a high-quality, full time MBA. For some candidates with high GMAT scores and other key qualifications, however, taking out large loans can be a smart gamble even in a down job market. Many new MBA grads at top-ranked schools continue to land jobs with six-digit salaries.

“Everyone wants to be at the top, so all the top schools look the same, and you lose innovation. We at AACSB believe you can be a small school with different kinds of students and be very, very good.”

— Eileen Peacock, vice president and chief officer for Asia, AACSB International

But Don Jacobs, dean emeritus of Northwestern University's Kellogg School of Management, believes that leading business schools need to become less expensive to adjust to today's economic realities. “To compete for the best students, we're going to have to lower the price of the degree,” he said.

Some schools already supplement need-based aid with merit-based scholarships. The Johns Hopkins Carey School offers a very limited amount of merit aid for its Global MBA program, and the California-based Monterey Institute of International Studies offers a relatively large number of merit scholarships to its MBA students.

Top Schools

Going to a top-ranked business school can be more important than attending a prestigious university at the undergraduate level, because MBA rankings are associated with salaries and job opportunities on a national and international scale.

“Top business school” is a relative term, but there are rankings galore to help you identify the best bets in business education. This does not mean you need to focus only on schools like Wharton, Stanford, Harvard or Chicago, which appear on many top-five lists. A variety of other schools also have high rankings and name recognition.

BusinessWeek rankings, which include input from alumni and recruiters, currently include Northwestern and the University of Michigan in the top five, along with Chicago, Harvard and Wharton. *BusinessWeek* ranks international schools separately from U.S. schools.

The Economist takes a more global perspective. It looks mostly at data provided by the schools themselves and comes up with some unusual results: IESE in Spain and IMD in Switzerland are the top two business schools, followed by UC Berkeley.

Financial Times surveys alumni and looks at faculty research in addition to data from the schools. Its top pick this year: London Business School.

Forbes ranks MBA programs based on alumni salaries. The top-ranked school in August 2009 was Stanford, followed by Dartmouth, Harvard, Chicago and Wharton.

CONTINUED ON PAGE 8



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MBA UNLIMITED CONTINUED

U.S. News & World Report uses a wide variety of carefully considered factors and comes up with the usual names on top, along with MIT and Northwestern.

GMAT scores are a key component in the U.S. News rankings and are also important in the Financial Times and Economist rankings. In fact, it is widely believed that pressure to maintain high rankings has led business school admission committees to focus on GMAT scores, which has led to rising scores at the top business schools. Admission committees may often feel compelled to take the students with the highest GMAT scores over candidates who may be stronger in other ways.

Research showed that the GMAT typically accounts for 30 to 40 percent of the admit decision at most business schools.
Source: poetsandquants.com/2010/09/04/the-worlds-most-powerful-mba-admissions-director

“The problem with rankings is that they drive behavior,” said Eileen Peacock, AACSB’s chief officer for Asia. “Everyone wants to be at the top, so all the top schools look the same, and you lose innovation. We at AACSB believe you can be a small school with different kinds of students and be very, very good.”

When The Wall Street Journal ranked MBA programs from 2001 to 2007, it did not factor in GMAT scores but based rankings solely on the views of recruiters who visit campuses to hire the schools’ MBAs. Dartmouth was at the top in 2007, followed by UC Berkeley, Columbia, Carnegie-Mellon and MIT.

Meanwhile, a new digital publication, Poets and Quants (poetsandquants.com) offers an analysis of the various business school rankings—a ranking of the rankings themselves. It is produced by John Byrne, a former editor-in-chief of BusinessWeek.com and executive editor of BusinessWeek who now runs a company called C-Change Media.

Poets and Quants also offers a ranking of its own, which shows the usual business schools leading, along with New York University in the top ten.

Poets and Quants may sound like an odd name for a business school publication, but Byrne explains, “Poets are MBA candidates with liberal arts undergraduate degrees. Not surprisingly, perhaps, they often struggle with the finance and statistics courses. Quants are students with business, financial or engineering backgrounds who are undaunted by spreadsheets and statistical analysis but may have some trouble writing a well-structured, smartly argued paper. Many MBA programs consciously combine poets and quants in teams so they can take advantage of each other’s skills.”

More Rankings

Traditional business school rankings might not be your best guide if you agree with Carey Business School dean Yash Gupta’s view that business schools need to train people for leadership positions in a global economy where the nature of business has changed dramatically. “Responding to the rankings is like managing by stock price,” Gupta said. And AACSB’s Peacock believes that rankings don’t necessarily measure all of the faculty talent that can be crucial to a program’s quality.

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Guide to Business & Graduate Education

But in addition to the mainstream rankings, there are a variety of alternative rankings based on diverse criteria. Consider the following:

- **Entrepreneurship.** In *Entrepreneur* Magazine's 2009 ranking of the top 25 graduate schools for entrepreneurship, the business school at Babson College is number one, followed by business schools at the University of Southern California, Drexel University, Tulane and Rice University.
- **Social and environmental stewardship.** "Beyond Grey Pinstripes" (www.beyondgreypinstripes.org) is an alternative ranking of business schools that looks at full time MBA programs' integration of social and environmental stewardship issues into the curriculum. Produced by the Aspen Center for Business Education, the ranking identifies innovative programs that prepare students for the reality of tomorrow's markets by equipping them with the social, environmental, ethical and economic perspectives required for business success in a competitive and fast-changing world. Currently, its top ten schools are Michigan, Yale, Stanford, Notre Dame, UC Berkeley, NYU, Columbia, U.Va., Cornell and George Washington University.
- **International "green" programs.** The "Beyond Grey Pinstripes" rankings also appear on the Website TopMBA.com, thanks to a new partnership between QS TopMBA and the Aspen Institute. First place goes to the Schulich School of Business at York University in Toronto, Ontario, Canada. TopMBA also offers separate lists of top business schools by region for North America, Europe, Asia and Australasia and Middle East/Africa.
- **Individual criteria.** The MBA program that suits one student might not be so great for another student, so Princeton Review identifies the best schools for meeting specific criteria, rather than ranking the schools. It surveys business school students and uses data from schools to identify which ones offer the best classroom experience, and which ones have the best professors, the greatest opportunity for minority students, the greatest opportunity for women, the most family friendly environment or other qualities.
- **Opportunities for women.** In 1998, *Working Woman* magazine found that women comprised around 25 to 35 percent of the class or less at the most prestigious business schools. In a ranking of best business schools for women, *Working Woman* identified Columbia, Michigan, UC Berkeley, Northwestern and U.Va. as the five most woman-friendly among leading business schools. Even today, women continue to comprise only around 30 percent of the student body, on average in traditional, prestigious, full time MBA programs. A recent survey by Catalyst, a group that works to expand opportunities for women in business, found that women MBAs from leading business schools around the world continue to enter the career ladder at lower levels than men and receive lower salaries.
- **Overall university strength.** This year's *Times Higher Education* World University Rankings compare the overall quality of leading universities, not just their business schools (for details, see page 23). All of the top five spots in the rankings go to U.S. schools: Harvard University is first, followed by Caltech, MIT, Stanford and Princeton. Three of the five have business schools; Harvard, MIT and Stanford are leading names in business education.

CONTINUED ON PAGE 10

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Guide to Business & Graduate Education

MBA UNLIMITED CONTINUED

Asia Rising

In the centuries-old city center of Jaipur, Rajasthan, India, a small storefront college is surrounded by fruit stands and tourist shops. Along one side of the doorway, a long list of degrees is painted on the pink stucco wall: MBA, MCA, M.Ed., BBSTC, BBA and more.



This advertisement for the Lucky Institute of Professional Studies is in Jodhpur, Rajasthan, India.

A barrier to slow down traffic approaching railway tracks in the city of Jodhpur displays an ad for Aishwarya College: BBA, BCA, PGDCA, MCA, MBA.

And a banner hangs on the second-story wall of a run-down building on a crowded thoroughfare: "Lucky Institute of Professional Studies—MBA, MCA, M.Ed., M.A.(Edu), B.Ed., BSTC."

Education is a hot item in India. While engineering and information technology have long been presumed paths to success, the MBA has emerged as the latest ticket to prosperity.

At the leading end are the renowned, government-funded India Institutes of Management (IIMs). "The top ones are renowned worldwide. They are very good technically and mathematically, and there is huge demand to get in," says Eileen Peacock, AACSB's chief officer for Asia said. She noted that an IIM with 300 openings could have as many as 30,000 applicants.

Graduate management education remains so prominent in India that the Graduate Management Admissions Council, which administers the GMAT, is opening an office there. And Princeton Review has even more locations in India than in China for its GMAT, GRE and other test preparation services.

While some of India's other MBA-granting institutions are also very good, Peacock said many are simply businesses. "You can set up shop and people will pay, even if it's illegal," she explained. Many of these degree-granting businesses don't have the patience, she said, to pursue AACSB accreditation, a rigorous quality assessment completed by top MBA programs in the U.S. and around the world.

Guide to Business & Graduate Education

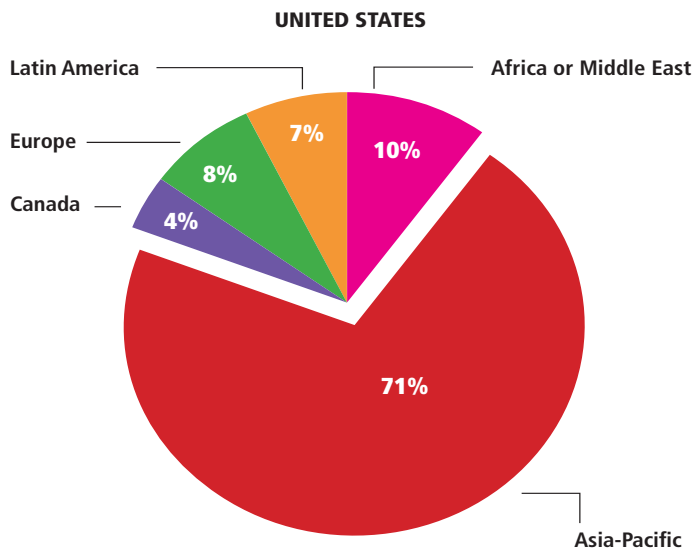
Although India is producing masses of MBAs, Peacock estimates that only the top 8 percent or so are getting jobs. Nonetheless, graduate management education remains so prominent in India that the Graduate Management Admissions Council, which administers the GMAT, is opening an office there. And Princeton Review has even more locations in India than in China for its GMAT, GRE and other test preparation services.

Meanwhile, a new law in India may soon allow U.S. business schools to open their own campuses there. While some U.S. and European business schools already have campuses in Singapore and Malaysia, foreign universities in India are currently restricted to program-specific collaborations with Indian schools. Duke University's Fuqua School of Business is one school that plans to expand into India in whatever way the law will permit, and Georgia Institute of Technology hopes to proceed with a research center in Hyderabad.

China, like India, is home to a fast-growing number of business schools, including three that have already achieved AACSB accreditation. But unlike MBA programs in India, business schools in China are highly government-controlled. "A school in China can only offer an MBA if the government allows it to," Peacock said. "The schools themselves don't make decisions," she added.

Business schools in Europe and North America are also popular among students from India and China. "Everyone believes the U.S. has the edge in management education, because that's where the MBA started," Peacock said. "But I think the U.S. MBA is not necessarily superior to any other MBA. The development of a good MBA is extremely dependent on the quality of the school and the quality of its faculty. Schools need to hire talent and spend time on curriculum development." ○

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As shown above, the Asia-Pacific region continues to be the leading source of international applicants to the United States. Applicants from the Asia-Pacific region accounted for 71 percent of international applicants to U.S. full-time MBA programs.

Source: Graduate Management Admission Council (GMAC), *Application Trends Survey Report*, 2010

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Guide to Business & Graduate Education

MAKING GRAD SCHOOL PAY OFF



MAKING GRAD SCHOOL PAY OFF

Rob, age 25, is a project manager at a nonprofit organization specializing in international development. He has a bachelor's degree and earns \$30,000 per year. With a master's degree, he would qualify for a modest salary boost to about \$35,000 per year. If grad school would cost him, say, \$50,000, is it worth the investment?

It might depend on the subject area. In a high-demand field like business, engineering or information technology, a master's degree could eventually boost his salary and job opportunities considerably. In fields with less job opportunity, calculating the value of an M.A. can be more complex.

Dollars and Sense

To assess a graduate program's immediate job market value, it pays to ask the admissions office how many of last year's graduates of the program now have a job in the field. Program representatives should be able to identify the average starting salary for their recent graduates and tell you how long it took them, on average, to find a job after graduation.

According to data from the U.S. Bureau of Labor Statistics (BLS), the median annual salary for a worker with a master's degree is more than \$12,000 higher than for those with only a bachelor's. Unemployment rates are also much lower for those with an advanced degree.

"In the world that looms before us, increasingly, a bachelor's degree is no longer sufficient for future success," according to the Council of Graduate Schools (www.cgsnet.org). "Individuals who earn a master's degree will gain an edge in this increasingly competitive global marketplace, earn more money over the course of their careers and play a substantial leadership role in the evolving knowledge economy of the 21st century."

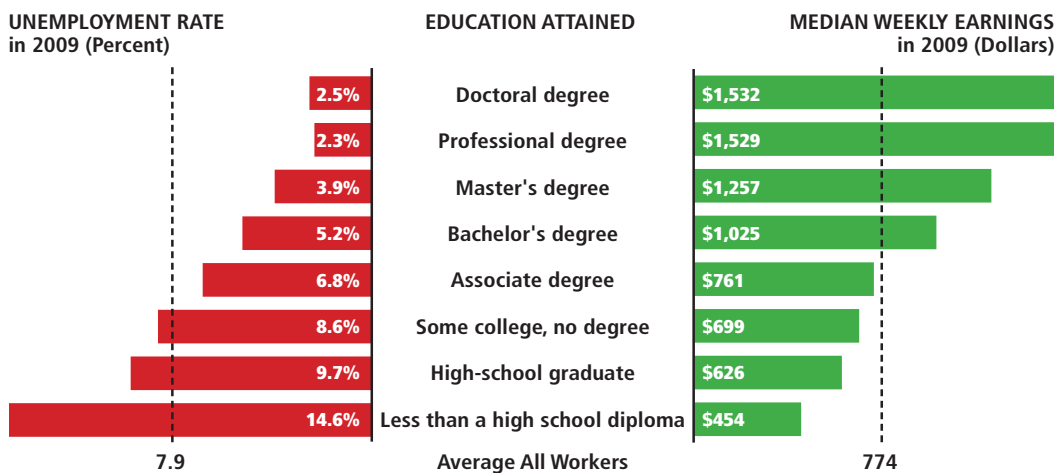
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According to data from the U.S. Bureau of Labor Statistics (BLS), the median annual salary for a worker with a master's degree is more than \$12,000 higher than for those with only a bachelor's. Unemployment rates are also much lower for those with an advanced degree.

An advanced degree can also offer some less-tangible benefits:

- **Job eligibility.** Many jobs favor applicants who have a master's degree. In fact, a master's in any field could boost your qualifications on a civil service form, an application to work abroad or a large company's personnel hierarchy. In fields such as teaching and social work, earning a master's degree is often the key to a higher salary. BLS reports an unemployment rate of 5.2 percent for college grads with a bachelor's degree and only 3.9 percent for those with a master's degree.
- **School name recognition.** If your undergraduate degree is from a school that few employers have heard of, you might want to upgrade your resume with a master's degree from a name-brand school. If you have an impressive-sounding M.A., who cares where you got your B.A.?
- **Academic boost.** A student with a so-so undergraduate record can morph into a top graduate student. If going to parties was your main accomplishment in college, grad school could give you a chance to get serious about your studies. It could also help you fine-tune your communications, critical thinking and leadership skills.
- **Career discovery.** The right grad school program could help you discover a passion and connect it to the job market. Going to grad school could also make it feasible to change careers.
- **Networking tool.** Contacts made in grad school can lead to job opportunities and professional connections. Grad school can be a great place to find others who share your values and meet potential colleagues from around the world.

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Note: Data are 2009 annual averages for persons age 25 and over. Earnings are for full-time wage and salary workers.

Source: Bureau of Labor Statistics, Current Population Survey.



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GRAD SCHOOL ENROLLMENT UP AGAIN



GRAD SCHOOL ENROLLMENT UP AGAIN

Enrollment of new students at U.S. graduate schools grew 5.5 percent from 2008 to 2009 compared to only 4.5 percent growth the previous year, reported the Council of Graduate Schools (CGS). For the first time in ten years, enrollment increases were larger for men than for women, according to the Council’s annual report on trends in graduate education.

The 5.5 percent enrollment increase reflects 6 percent growth in enrollment of U.S. students and a 1.7 percent decline in international student enrollment—the first decrease in international students since 2004.

“The strong growth in first-time graduate enrollment is an indication of the continued high value of graduate education,” said CGS President Debra W. Stewart. “In particular, the 6 percent gain in first-time enrollment of U.S. students reflects the increasing necessity of a graduate degree to successfully compete in a 21st-century, knowledge-based economy.”

While women have long earned the majority of master’s degrees in the U.S., the 2008–2009 academic year was the first ever in which women also earned more than half of U.S. doctoral degrees.

In addition, CGS reported the following:

- Applications to U.S. graduate schools increased 8.3 percent from 2008 to 2009. The most popular fields were business, engineering and social and behavioral sciences. The fastest growth occurred in health sciences, where applications were up 14.6 percent.
- Enrollment in education graduate programs grew only 0.1 percent, after averaging 5.7 percent annually over the last 10 years.
- Enrollment of students from minority groups in U.S. grad schools rose from 28.3 percent to 29.1 percent of total enrollment. The proportion of international students fell from 18 percent to 16.5 percent.
- As in previous years, about six in ten U.S. graduate students were women. Women comprised more than 70 percent of African American first-time enrollment but less than 43 percent of international students.
- About three-quarters of all U.S. graduate students were enrolled at the master’s level, and nearly 90 percent of graduate degrees conferred in 2008–2009 were master’s degrees.

Guide to Business & Graduate Education

The Rise of the "Renaissance MBA"

"In many respects the recent economic crisis stemmed from a failure in leadership and corporate responsibility."

— Valerie Gauthier, associate dean, HEC Paris

Just how much blame the business community should shoulder for the financial crisis is open to debate. Rather than dwell on what has happened in the past (and the rather embarrassing number of percentage of major players in the crisis who boasted an MBA from a top school), many voices in the community are instead pointing out the need to create a new generation of more responsible business leaders — leaders who will hopefully avoid the herd mentality which led their predecessors into such trouble. Their argument is that the traditional emphasis on teaching subjects such as finance, strategy, operations and the like is outmoded.

Business education needs to create "renaissance MBAs," managers and professionals who are as familiar with history, philosophy and design as they are with a business plan or a balance sheet.

"In many respects the recent economic crisis stemmed from a failure in leadership and corporate responsibility," said Valerie Gauthier, associate dean at one of Europe's top business schools, HEC Paris. "And if we are to avoid repeating history, MBA students must learn to ask the right questions, challenge the status quo and trace the intricate web of connections between events, cultures, nations and disciplines." The renaissance period in Europe once produced leaders who were

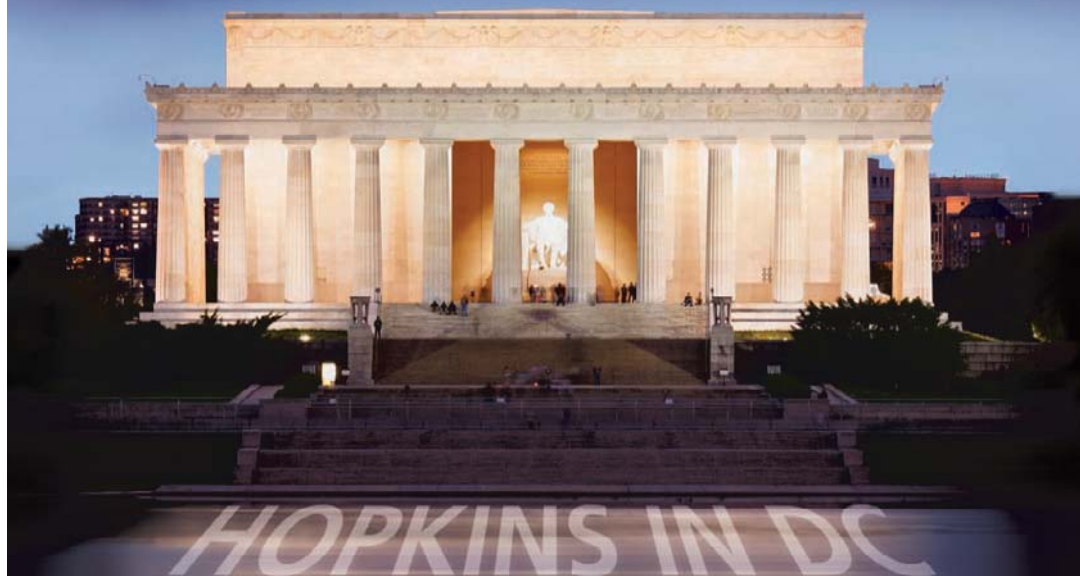
as grounded in science and the arts as they were with diplomacy and war. Now Gauthier suggests that business education needs to create "renaissance MBAs," managers and professionals who are as familiar with history, philosophy and design as they are with a business plan or a balance sheet.

Gauthier believes that one of the ways to achieve this would be to open up MBA programs to individuals with a much wider range of backgrounds so that bankers and management consultants would find themselves rubbing shoulders with artists or political scientists. In her view, the resulting mix would produce business leaders able to see their decisions and actions in a wider context and therefore, hopefully, with a more responsible and far-sighted approach.

This idea of broadening the remit of business education is, of course, not new. Back in 2006, well before most people even knew what a sub-prime mortgage meant, Nancy Adler of the Desautels Faculty of Management at McGill in Canada wrote an essay stating that business leadership in the 21st century would call for "levels of inspiration and creativity that have been more the domain of artists and atavistic approaches than of most managers." In her view, this meant the time was right for the cross-fertilization of the arts and leadership because "designing innovative options requires more than the traditional analytical and

CONTINUED ON PAGE 21

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Guide to Business & Graduate Education

The Executive MBA A Solid Investment in Yourself

"The question is not whether you
can afford to invest in yourself;
it is whether you can afford not to."

— Author Unknown

Let's face it: the economy has not been in its most stable condition for the last year or so. Although that is a given, it is certainly not stopping ambitious executives from seeking the education they need to take their careers to the next level. The executive MBA (EMBA) degree remains one of the most solid investments you can make in yourself: intense leadership development, greater strategic vision and immediately applicable skills are all benefits for an EMBA graduate. But perhaps the most commonly

Company Sponsorship – a Waning Trend

In the past, most employers understood the major benefits that they could receive from having an employee with improved managerial and leadership skills, not to mention the reinforced loyalty of sponsored EMBA participants. The current economic climate has had an impact on this kind of thinking, however, and company sponsorship is on the wane. Rachel Killian, Warwick University's MBA Marketing and Recruitment Manager said, "We have seen a significant fall

reimbursement in 2009 was 32 percent, down from 37 percent in 2005. Business schools still expect, at the very least, to see organizations supporting their employees by allowing them to take time out for study and recognizing the additional workload they face during their EMBA.

When a company does decide to invest in a valued employee, it benefits not only from a direct return on investment from the rich course content, but it also sees the increased confidence and broader communication skills the employee brings back after each module. This lays the foundation for new responsibilities, not only for the EMBA participant preparing for the next level, but for the organization developing healthy succession planning within as well.

Interestingly, executive MBA students foresee these benefits, but underestimate their power. The Executive MBA Council reports 37 percent of students exiting an executive MBA program expected a promotion – 43 percent were actually promoted. Not only that, but once promoted they are more likely than graduates who received promotions from other programs to report an increase in their budgetary authority, according to a GMAC Global Graduate Survey.

Everyone Comes out Winning

Joan C. Coonrod, assistant dean of EMBA admissions and marketing at Emory University's Goizueta Business School stresses that EMBA programs can play a powerful role for companies by helping them step up their retention efforts. She tells EMBA candidates to reflect on their career path and get their company involved.

The executive MBA (EMBA) degree remains one of the most solid investments you can make in yourself

quoted and highly anticipated benefit is that of a greater salary.

The good news is that a salary increase upon completion of an EMBA is nearly guaranteed. In fact, the most recent Executive MBA Council report shows students quoting an average salary increase of 23 percent after graduation. Equally interesting is the fact that the report shows that the actual payback period for an executive MBA has been reduced from 23 to 17 months over the past year despite average program costs rising from \$53,180 in 2005 to \$63,420 in 2009.

in the percentage of participants with employer sponsorship in 2009. However, our overall student numbers haven't fallen, suggesting that self-funding applicants still very much value the EMBA experience and are willing to fund themselves if their employers can not."

According to the Executive MBA Council, there are, indeed, an increasing number of students self-financing their studies with the proportion of students paying their own way increasing from 25 percent in 2003 to 34 percent in 2009. Meanwhile, the number of companies offering students full

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"Applicants should talk to their companies about support and make their case for this type of development and the capability they will bring back to the organization, she said. "It's interesting that executive recruiters tell us that companies that do invest in this way to build their leadership are well-known and are consistently more successful in attracting top talent." In essence, the EMBA program can become a tripartite partnership between the school, the EMBA participant and the sponsoring organization.

According to Ashridge EMBA graduate Chris Parker, there are strong arguments in favor of a company spending a figure of around \$47,000 on sending a senior manager to an executive MBA program. "This is the sort of money that might be spent on getting consultants in for [two weeks], but the short term benefits

from something like that are far outweighed by the long term benefits that a manager with an EMBA can deliver to a company in terms of enhanced management knowledge and experience from practical assignments," he said.

Many schools such as IESE and INSEAD provide assistance to strong applicants on how best to present their case to their employers and enumerate the advantages of the program to the organization to turn the project from cost to investment. Yet Janine Golden, an alumnus of the University of Chicago's Booth School of Business recently told *Pink Magazine*, "I would do it all over again even if my company hadn't paid for a portion of my education. I was willing to resign if they didn't support the time commitment. I felt the contribution to my future success was invaluable."

The Future Looks Bright

Promotions and increased earnings are just one side of the coin. An EMBA also allows students to start "looking around with a new set of eyes," according

.....
"When the economic climate is tough and unemployment is high, the best investment people can make is to invest in themselves."

to Gabriel Mesquida Masana, an EMBA alumnus of the Henley Business School [at the University of Reading]. "You start seeing things that weren't there before and thinking of new solutions to old problems from operations to strategic management. In my case there was a star subject:

managing people. I've been given more responsibility and more complex situations to manage. I've seen my self assurance grow, along with skills and abilities. I've grown professionally," he said.

Fordham's Director of Executive Programs, Francis Petit, said he strongly believes the EMBA is a sound investment regardless of the economic climate and financial environment. "The goal of each program should allow candidates to think in an entirely new way in regard to business opportunities, markets, value, strategy and innovation. This 'personal discovery' can be applied to a student's career well beyond graduation," Petit said.

The decision to make a serious, 18-24 month commitment – from the admissions process to managing an overbooked agenda, bosses' expectations as well as respecting family

commitments – goes far beyond rising compensation packages. There is much, much more to the EMBA adventure. There is also an incredible learning experience, a stimulating environment and the chance to meet people from all corners of the globe with rich, diverse backgrounds; people who form a network graduates can keep in touch for years after completing their programs.

Perhaps Rachel Killian of Warwick Business School sums it up best: "When the economic climate is tough and unemployment is high, the best investment people can make is to invest in themselves." ▶

This editorial was written by Dawn Bournand, Editor, QS TopExecutive, and produced by *The Washington Post* special sections and did not involve the news and editorial departments of this newspaper.



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WHERE THE JOBS ARE (AND AREN'T)



WHERE THE JOBS ARE (AND AREN'T)

Before applying to grad school, you need to learn about career prospects in your potential field of study. Program faculty, career counselors, prospective employers and the U.S. Bureau of Labor Statistics (BLS) *Occupational Outlook* can all be helpful information sources.

Consider the following look at career prospects in four popular fields: health care management, computer security, English literature and psychology.

Health Care Management: Hiring Now!

"Health care is the only industry that's hiring now," said Don Lavanty, professor of health care management at Marymount University in Arlington, Va. He noted that the new health care legislation will eventually bring millions of additional patients in to the health care reimbursement system. Furthermore, "The demand for people to manage health care outstrips clinical needs," Lavanty said.

"The demand for people to manage health care outstrips clinical needs."

— Don Lavanty, professor of health care management, Marymount University

The health care industry will require growing numbers of employees to research and interpret procedure codes. "All payment rests upon the coding," Lavanty noted. While coding itself is not the most exciting job and does not require an advanced degree, insurance companies and other health care organizations that hire coders will also need managers of coders. HMOs, clinics and hospitals will also need multidisciplinary managers to help run their imaging centers, clinical labs and respiratory care centers.

Such organizations also offer opportunities for pursuing a management degree while working. Hospitals and other large health care employers often have tuition reimbursement programs and work schedules that allow employees to pursue an advanced degree part time.

Demand for workers with a master's degree in health care management is bound to increase, and Lavanty expects even higher demand for managers with strong background in business combined with health care management. Marymount University's dual MBA/Health Care Management degree recognizes the fact that business decisions in health care management are often driven by broader issues involving economics, marketing and finance.

Computer Security: Secure Career

Computer security specialists plan, coordinate and maintain an organization's information security. They install security software, monitor networks for security breaches, educate others about computer security and respond to cyber attacks. Sometimes they gather data and evidence to be used in prosecuting cyber crime.

The responsibilities of computer security specialists continue to grow as cyber attacks become more and more sophisticated. Not surprisingly, employment opportunities are likely to increase much faster for computer security specialists than workers in most other fields.

Job seekers can enhance their employment opportunities by earning certifications in cyber security offered through product vendors, computer associations and local graduate programs. University of Maryland University College, for example, offers a master's degree in cybersecurity with an option of earning the degree completely online.

According to GetEducated.com, a Website devoted to online schools and degrees, annual earnings average around \$75,000 for those in technical roles such as security engineer or Web security manager, while executive positions such as chief information security officer or security manager often command salaries of more than \$100,000.

English: Creative Job Hunting

Even the very best students who pursue a graduate degree in

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literature or English need to recognize the fact that academic jobs are hard to come by. The University of Virginia, known for its strong graduate program in English, says that a rigorous M.A. course of study is often more desirable than a Ph.D. Many of U.Va.'s English M.A. grads use their training for jobs in secondary school teaching, technology, the public sector, business, publishing or higher education administration.

In a report on the future of graduate education in the United States, the Council of Graduate Schools calls for graduate schools to provide appropriate training, mentoring and information about career opportunities in business, government and the nonprofit sector as alternatives to limited opportunities in academia.

Psychology: Doctorate, Please

BLS reported that employment growth for psychologists will be around 12 percent for the next several years—about the average rate for all occupations. Employment is driven by increased demand for psychological services in schools, hospitals, social service agencies, mental health centers, substance abuse treatment clinics, consulting firms and private companies.

Job prospects are quite limited for those with only a bachelor's degree in psychology. Competition is also keen for most jobs at the master's level, but career prospects are good for those with a master's degree in industrial-organizational psychology.

Competition for admission to doctoral programs in psychology is intense. Career opportunities are greatest for those with a doctoral degree in a subfield of psychology, such as counseling or health—

CONTINUED ON PAGE 20

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WHERE THE JOBS ARE (AND AREN'T) CONTINUED

especially if the degree is from a leading university. Psychologists with extensive training in quantitative research methods and computer science may have a competitive edge over job applicants without such background.

Growing demand for school psychologists will be driven by rising awareness of how students' mental health and behavioral issues, such as bullying, affect learning. School psychologists are also needed for working with students who have disabilities or special needs, for tackling drug abuse, and for helping students and families deal with personal crises.

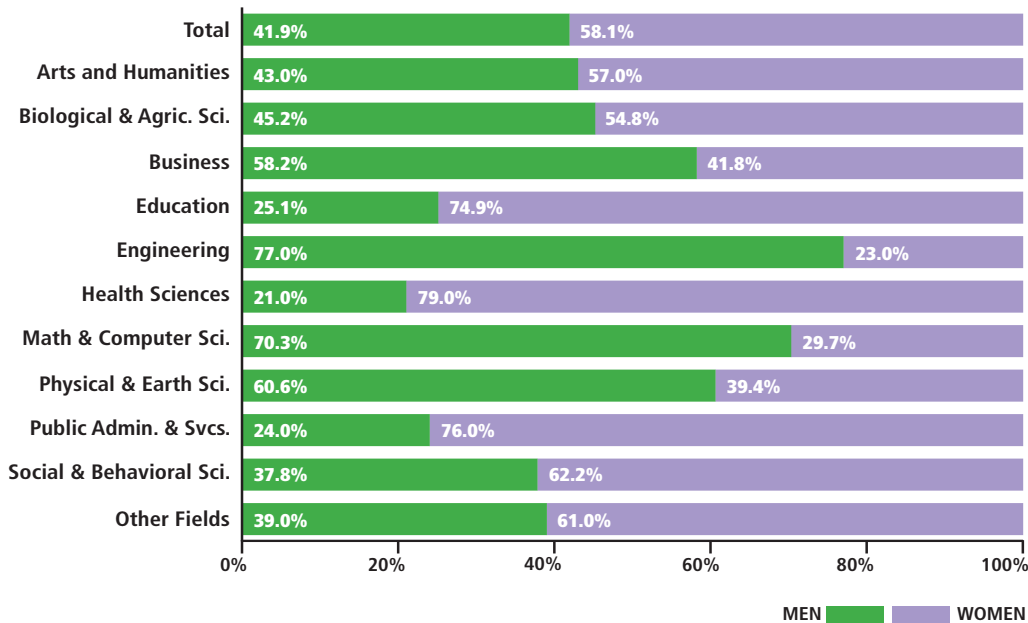
Employment of psychologists is expected to grow 12 percent from 2008 to 2018, about as fast as the average for all occupations.

U.S. Bureau of Labor Statistics (BLS) *Occupational Outlook*

Rising healthcare costs associated with smoking, alcoholism and obesity have made prevention and treatment increasingly critical, which boosts demand for clinical psychologists. Growing numbers of clinical and counseling psychologists will also be needed to help people deal with depression, marriage and family problems, job stress, and addiction. Rising numbers of seniors in the population will increase demand for psychologists trained in geropsychology to help people deal with the mental and physical challenges of aging. There is also demand for psychologists to work with returning veterans.

Industrial-organizational psychologists can help to boost worker productivity and retention rates in a wide range of businesses. They can also help companies deal with issues such as workplace diversity and antidiscrimination policies. In addition, companies use psychologists' expertise in survey design, analysis and research to develop tools for marketing evaluation and statistical analysis. ○

FIRST-TIME GRADUATE ENROLLMENT BY BROAD FIELD AND GENDER, FALL 2009



Source: CGS/GRE Survey of Graduate Enrollment and Degrees

Guide to Business & Graduate Education

THE RISE OF THE "RENAISSANCE MBA" CONTINUED

decision-making skills taught during the past half century in most MBA programs."

Adler, who combines her academic work with a second career as a highly respected water colorist, uses an innovative approach to learning, with paintings that are used to get business students to look at the world in a different way while enhancing self-awareness and helping to develop their own leadership styles. "Art doesn't serve up answers to specific business problems on a plate," she insisted, "But what it can do is get you to step back, reflect and come up with your own solutions, solutions that are

Van Gorp. "We've changed the program radically and the new MBA focuses a lot more on personal development, experiential learning on a global scale and future leadership," she said, "We allocate one day a week specifically to this - every Friday we discuss topics on leadership, have meetings with CEOs, or have boot camps taking the students out of their comfort zone."

At Harvard Business School, the drive for a more responsible attitude to business has come less from the school itself than from the student body. In 2009, MBA student Max Anderson, came up with the idea of an "MBA Oath" under which signatories would

entrepreneurial tendencies who almost brought down the international banking system. "I think this is a misreading of what really happened in the crisis," Houdayer said. "There's a big difference between the "mad trader" and an entrepreneur with the right training. We need to get over that entrepreneurship is about risk assessment rather than ill-considered risk taking."

Elsewhere in the business education sector some schools are trying to create more robust corporate leaders by jolting students out of conventional thinking and accepted practice. At Warwick Business School in the U.K., for example, MBA students are put through the CAPITAL Centre, a joint venture by the English department of the school's parent university and the Royal Shakespeare Company. The centre uses theatre workshop techniques to help students develop their soft skills such as teamwork, sociability, self-esteem and self-management. Other schools have taken this use of theatre to more extreme lengths.

Modules and courses where students either analyze or even act out the works of William Shakespeare, for example, have become increasingly popular in recent years. MIT-Sloan, NYU-Stern, and Oxford-Saïd are just a small selection of those that believe that being King Lear or Julius Caesar for a few hours can teach valuable lessons to modern managers nearly four hundred years after the playwright's death.

The way we conduct business may never be the same again. And the world's top business schools are already working hard to produce corporate leaders ready for the rigors of an unpredictable future. ▀

This editorial was written by Matt Symonds, Symonds GSB- a freelance writer, and produced by *The Washington Post* special sections and did not involve the news and editorial departments of this newspaper.

"We want to prepare leaders who define what's next for our markets and our societies."

— Dean Rich Lyons, Haas School of Business in Berkeley, Ca.

often beyond the constraints of accepted practice."

The Haas School of Business in Berkeley, Ca., dean Rich Lyons has reacted to the challenge of developing this kind of post-downturn leader with a major revamp of the MBA curriculum. "We want to prepare leaders who define what's next for our markets and our societies," he said. The new curriculum will emphasise analytical thinking, flexibility and creativity and is designed to inspire what Lyons describes as "confidence without arrogance." In the Netherlands the Nyenrode business school has taken an even more dramatic approach, suspending its MBA program for a year. "While a lot of schools have tinkered with their course material, adding bits and pieces here and there, we decided to take the program off the road and do a total rebuild," says the international MBA program's director, Desiree

promise to "act with the utmost integrity" in their future business careers. Within a few weeks over half of the class had taken the pledge and the oath has now gone viral and attracted interest from students at over 250 other schools around the world.

At one of the leading schools in the field of entrepreneurship, EM Lyon, dean Patrice Houdayer is an enthusiastic supporter of the teaching of ethics, but is also keen that students do not construe legitimate risk taking as irresponsible behavior. "Many large organizations struggle once they reach a certain size and the creative spark that first brought them success can be stifled by bureaucracy, conformity and an unwillingness to take risks," he said. "What better way to tackle this than to introduce some fresh entrepreneurial thinking to the existing corporate mix?"

However some commentators have pointed out that it was individuals with unrestrained



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U.S. UNIVERSITIES TOP WORLD RANKING



U.S. UNIVERSITIES TOP WORLD RANKING

In a new worldwide ranking of universities, U.S. institutions claim all of the top five spots and seven of the top ten. Harvard University is ranked number one, followed by Caltech, MIT, Stanford, and Princeton. U.S. universities also comprise more than half of the top 50 and 72 of the top 200.

The 2010–11 World University Rankings, published by *Times Higher Education* magazine, use a sophisticated new methodology that constitutes the most detailed, rigorous and comprehensive study of global university performance ever undertaken.

Times Higher Education has been publishing World University Rankings since 2004. This year for the first time, the data and expert analysis are provided by Thomson Reuters, the world's leading research data specialist.

Around the world, individual students and their families use the rankings to help validate their research in pursuit of an international undergraduate or graduate degree. Particularly useful for planning future studies are the rankings in five subject areas—engineering & technology, social sciences, life sciences, physical sciences, and humanities. The subject-area rankings, available online at timeshighereducation.co.uk, can help applicants identify the research and teaching strengths in their prospective field of study.

Members of the academic community follow the rankings closely to gauge international recognition of their institution, to identify universities they might consider working with and to keep abreast of who is achieving what in various fields. Research teams find the rankings useful to help them identify new collaborative partners. University managers use them to benchmark their performance and set strategic priorities.

As countries around the world strive to establish world-class universities, governments increasingly use the rankings as a tool in setting national policies. Governments in Europe and elsewhere have used the *Times Higher Education* World University Rankings to help in assessing international study and work visa applications. For example, when the U.K. government reviews Highly Skilled Migrant Visa applications, association with a highly ranked university can strengthen an application.

Guide to Business & Graduate Education

THE 2010–11 RANKINGS COVER FIVE BROAD CATEGORIES, WHICH ARE WEIGHTED AS FOLLOWS:

• Teaching and learning environment	30%
• Citation impact (research influence)	32.5%
• Research volume income, and reputation	30%
• International diversity of staff and students	5%
• Industry income (measure of knowledge transfer)	2.5%

U.S. Strengths

"It is not surprising that the U.S. tops the rankings," Philip Altbach, director of the Center for International Higher Education at Boston College, told *Times Higher Education*. "The U.S. understands what a research university is. Its institutions reward academic staff for productivity, and they have the infrastructures to support their academics."

Altbach also noted that despite the financial crisis, American academic salaries remain high by global standards. "This, and the generally cosmopolitan atmosphere at the top universities, helps attract some of the best and brightest from around the world." Altbach also observed that American academics take many journal editorships and have a major influence on what gets published.

"The U.S. understands what a research university is. Its institutions reward academic staff for productivity, and they have the infrastructures to support their academics."

— Philip Altbach, director, Center for International Higher Education, Boston College

He warned, however, that American universities, especially the great public research universities led by the University of California, Berkeley, are facing deep budget cuts. If continued, the budget decreases will damage American competitiveness in the long run, he noted.

The U.K. placed second in the rankings, with 29 universities in the top 200. Canada came in third, followed by Germany and Sweden. Mainland China has six institutions in the top 200, more than any other country in Asia and for the first time, more than Japan. When Hong Kong is included, China has 10 institutions in the top 200. The full list can be viewed at www.timeshighereducation.co.uk. ○

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2	California Institute of Technology	U.S.
3	Massachusetts Institute of Technology	U.S.
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5	Princeton University	U.S.
6	University of Cambridge	U.K.
6	University of Oxford	U.K.
8	University of California, Berkeley	U.S.
9	Imperial College London	U.K.
10	Yale University	U.S.

Source: www.timeshighereducation.co.uk.



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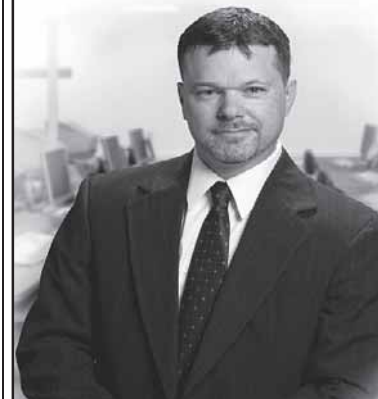
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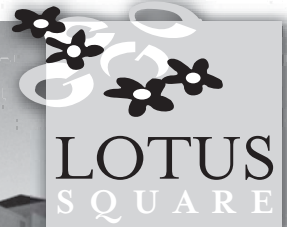
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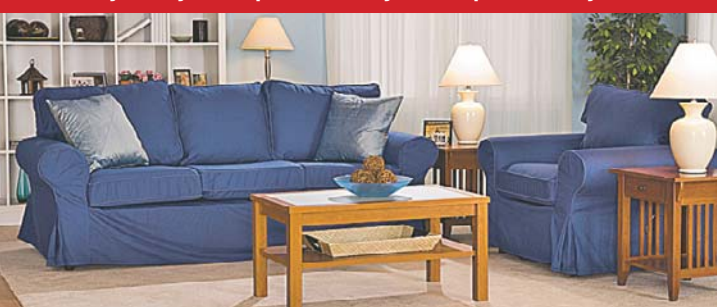
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Stop and Go
Lindsay Lohan is sent to jail — then released a few hours later **35**

Booze Clues

The Spies of Life

The fact that apparently the James Bond tuxedo-under-a-wet-suit moment ACTUALLY HAPPENED to an MI6 agent (according to “MI6,” a new official history of the service) is just one of the reasons we should all be



By Fiona Zublin

grateful for espionage. All the other reasons are classified. Well, except one: For some reason, the International Spy Museum (800 F St. NW) is hosting a cocktail workshop. It's really not clear what this has to do with spying, unless you learn to concoct a truth serum, but we're fine with it because it gives us new fun ways to learn about booze!

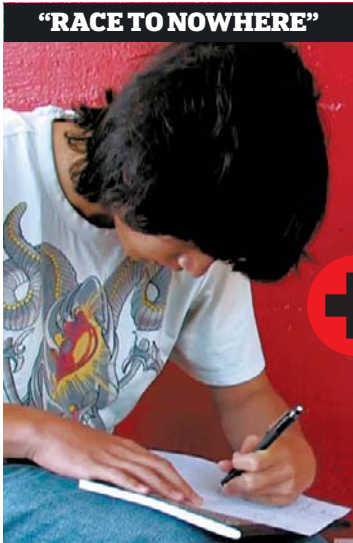
The class is all about the science of the cocktail — pH and gravity and chemistry and all that stuff that will seem really interesting until you get to the hands-on part, where you make cocktails and munch on hors d'oeuvres and generally party. It all goes down this Thursday at 6 p.m., and it's free.

Just don't blame us or the Spy Museum when your attempt to hit on that girl by telling her the pH of her cocktail is rebuffed.

Seasonal Flavor

It's fall, and the fall cocktails are popping out like aster blossoms. The Park Hyatt (1201 24th St. NW) has an assortment of apple and plum cocktails, while Potenza (430 H St. NW) offers a pumpkin bellini. Zola (800 F St. NW) is mixing up a whiskey and blackberry concoction that sounds so good we don't even care that it calls it a “Vampagne Cocktail.”

@ Comments? Give Fiona your feedback: expressnightout.com/boozeclues



“RACE TO NOWHERE”



“THE LOTTERY”



“WAITING FOR ‘SUPERMAN’”



“LUNCH LINE”

= Still Plenty to Learn

Four documentaries direct our attention to problems in the U.S. education system

Film Previews

The troubles of the U.S. education system are getting a big-screen close-up.

There are no fewer than four education documentaries slated for release by the end of this year, including “Waiting for ‘Superman,’” a poignant look at the lives of five children hoping to escape dismal public schools by winning entrance to a successful charter.

The film by Davis Guggenheim, the director of “An Inconvenient Truth,” has already created a stir and opens Friday.

“In the education reform world, for the last 15 years, people have been saying, ‘We need a movie, like a big movie, to come along and tell people what is really going on,’” said Joe Williams, the president of Democrats for Education Reform. “Now in one year we’ve got more than we can handle.”

Also on the list: “Race to Nowhere,” created by a mother-turned activist upset at a high-stakes test culture in public education; “The Lottery,” which profiles four Harlem children hoping to win a slot at a charter school; and “Lunch Line,” a look at the history of school lunch.

Critics say the films, in particular “Superman” and “The Lottery,” provide an overly simplified viewpoint that hold charter schools up as a universal solution, and paint

Change

The Next ‘Inconvenient Truth’?

Will any of these films actually make a difference? New York magazine writer John Heilemann says “Superman” has “a rare chance to move the needle.” “A confluence of factors — a grassroots outcry for better schools, a cadre of determined reformers, a newly demanding and parlous global economy, and a president willing to challenge his party’s hoariest shibboleths and most potent allies — has created what [Secretary of Education Arne] Duncan calls a ‘perfect storm.’” (EXPRESS)

teachers and unions as enemies to change.

“I’m afraid our members will think they’re demonizing us,” said John Wilson, executive director of the 3.2-million-member National Education Association. “They’re judging us by the worst of us instead of the best of us.”

But education reformers — and filmmakers — say the unions have had years to improve education, with little success.

Guggenheim said he is not blaming unions for all the ills of public education. He said the film also points a finger at politicians, school bureaucrats and others.

“The union piece probably screams the loudest, but I’m tough on all the adults, starting with myself,” he said. CHRISTINE ARMARIO AND DORIE TURNER (AP)



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Compiled by Fiona Zublin. For more upcoming events, follow the Top Stops blog at expressnightout.com/topstops.

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stops**



1 When He Says 'Meathead,' He Means It

From a distance, Renaissance painter Giuseppe Arcimboldo's works look normal, but step closer and they dissolve into a disparate collection of stuff, like cooked animals, left. Now that the National Gallery's has gotten a hold of 16 of his paintings, we're no longer afraid of death or public speaking — we're afraid our faces are secretly vegetables. **National Gallery of Art, 4th Street and Constitution Avenue NW; through Jan. 9, free; 202-737-4215, Nga.gov. (Smithsonian)**

2 High Kicks In High Heels

Pink-wigged, lip-synching drag queen Special Agent Galactica is back with a show held in Noi's Nook at Go Mama Go, the gift shop on 14th Street that's now a performance space for Ganymede Arts. Expect Sondheim and shimmying. **Go Mama Go, 1809 14th St. NW; Mon., 8 p.m., \$15; Ganymedearts.org. (U St.-Cardozo)**



3 Speak Low, Speak Easy

We love musicals, and we may not have told you this, but our very favorite kind of musical is the kind that's set in a rough Dublin speakeasy full of Nazis and intellectuals and spies and Erwin Schrödinger! Which is what's going on in "Improbable Frequency," Solas Nua's new production of an Edinburgh Fringe Festival play. **111 K St. NE; through Oct. 24, \$25, or \$20 on Wednesdays; Solasnua.org. (Union Station)**

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Wednesday, September 29
6:30–7:30 PM

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Barenaked Ladies perform Oct. 1

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Metro Research Services, a local market research company, is looking for **women with bladder problems**. We are conducting focus groups at our Alexandria facility the first week of October and should you qualify and participate, you will be compensated with a cash gratuity.

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Symposium on
***Renewing the American Dream:
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Book talk by co-author Frank F. Islam

Thursday, September 30 • 7 p.m.

Marymount University's Ballston Center
1000 North Glebe Road, Arlington, Virginia

(This event is free and open to the public.)

Mr. Islam will discuss his view of Enterprise USA in the next decade as a shared venture with business, government, and non-profit organizations working together to revitalize the American dream.

*For those interested a graduate Business Programs
Information Session precedes the event at 6:15 p.m.*



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entertainment **lookout**

Awwwwesome Documentary

This movie is so cute! Oh, my gosh, look at those tiny little feet!

DVD Review

A portrait of four infants, "Babies" invites viewers simply to revel in babies' being babies while chronicling childhood throughout the world. Two affluent couples raise their daughters with no expenses spared; two infants grow up in settings the modern helicopter parent would shudder at.

In Tokyo, Mari's father talks on a cell phone while fiddling with a mobile over her crib; in California, Hattie's mother responds to bad behavior with parenting books.

Far away, a Mongolian boy who shares bathwater with a goat is tied



'Babies' (PG)

► **Director:** Thomas Balme

► **Stars:** Some babies.

► **In a Nutshell:** Babies are born into four different environments. Babies are cute in four different environments — for 78 minutes.

► **Extras:** "The Babies: Three Years Later" featurette (the title explains it all), and that's pretty much it.

to a bedpost when left alone. In Namibia, Ponijao happily pounds red clay from dirt.

Through these sequences, "Babies" suggests privilege and deprivation are relative, and highlights the grand universals of growing up.

"Babies" shows every child reaches the same milestones of learning to walk and talk with feelings of triumph and hope, all while telling the most high-stakes story of all: the drama of bonding and letting go. (THE WASHINGTON POST)

Effective medications for treating depression can take weeks or months to achieve their full effects.



Improve Depressive Symptoms Faster?

Researchers at the NIH Clinical Center in Bethesda, MD are conducting a 6-to 8-week inpatient research study to ascertain whether an investigational drug can cause a rapid antidepressant effect, and if a rapid reduction in symptoms can be sustained. Understanding how this works may help us design better antidepressants.

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TV tonight **lookout**

Best Bets

NBC
8:00



Chuck Realizing that his relationship with Sarah (Yvonne Strahovski, left) has an Achilles' heel, Chuck (Zachary Levi, right) sets personal issues aside as they fly to Milan to go undercover at Fashion Week in an attempt to retrieve a high-tech secret weapon.

FOX
8:00

House After a seemingly healthy 14-year-old girl collapses during a skateboarding exhibition, House and the team try to cure her while comforting her parents, who are also coping with a terminally ill son.

CW
9:00

Gossip Girl Blair is in for some surprises as she tries to gain membership in a very exclusive social club on her first day at Columbia. Serena (Blake Lively, right) starts to suspect Juliet (guest star Katie Cassidy) may be sabotaging her life.



ABC
10:01

Castle Castle and Beckett engage in a spirited debate about extra-sensory abilities while searching for the killer of a famous psychic, but the case takes an eerie turn when a letter arrives from the victim, written on the day she died and predicting her death. (TRIBUNE MEDIA)



WHEN WORLDS COLLIDE

It Came From Europe!

PBS
9:00

The clash of an established civilization with visitors from another world is an idea so powerful that it has inspired thousands of sci-fi novels and movies. "When Worlds Collide" looks at the earliest encounters between Spanish conquistadors (and, later, Catholic missionaries) and America's natives. Popular history tends to ignore how advanced American Indians had become by the 15th century and how much the New World taught the Old. KEVIN MCDONOUGH (UNITED FEATURE SYNDICATE)

Suspense



The Fallout

In the aftermath of the stunning plane incident on "The Event" (9 p.m. on NBC), the staff of President Martinez races to assess what happened and how to respond. Diabolical Blake Sterling (Zeljko Ivanek), the director of national intelligence, locks down Sophia (Laura Innes, above) for questioning. FBI agent Collier and Carter, a mercenary, are also engulfed by the conspiracy. (TM)

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Diane Rehm

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Andrew Young

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Poll Center

Today's Question

SHOULD BISHOP EDDIE LONG
STEP DOWN AT NEW BIRTH
MISSIONARY BAPTIST CHURCH?

VOTE AT EXPRESSNIGHTOUT.COM OR
TEXT A FOR YES OR B FOR NO TO 98999

Friday's Results

WAS "SESAME STREET" RIGHT
TO PULL ITS SKIT FEATURING
KATY PERRY AND ELMO?



"Elmo doesn't have any
clothes!"

COMMENTER ART

"I was surprised they taped
it in the first place. Yes, kids see
more on the streets, but 'Sesame
Street' is supposed to be a safe
place for kids and families."

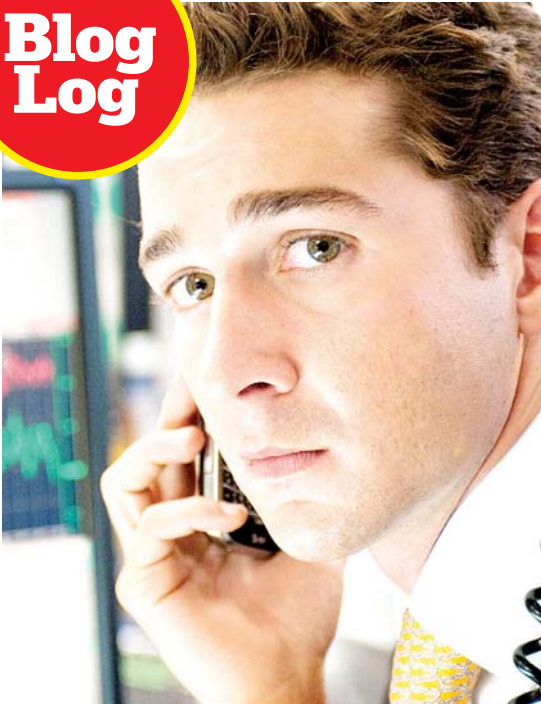
COMMENTER NOT A FAN

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"Why do little girls dream
about becoming dancers and
veterinarians (or dancing
veterinarians) when they have
someone like Amy Poehler to be
their role model?"

— TVSQAD.COM CONSIDERS THE ACTRESS AN
INSPIRATION AFTER SEEING THE SEASON PREMIERE OF
"SATURDAY NIGHT LIVE," WHICH POEHLER HOSTED.



"Watching
Oliver Stone's
'Wall Street:
Money Never
Sleeps' is like
peering into my
portfolio the
last few years:
It has its ups
and downs, and
never quite
lives up to its
glorious hype."

— NEWSJUNKIEPOST.COM THOUGHT
THE MOVIE STARRING MICHAEL DOUGLAS
AND SHIA LABEOUF WASN'T A SOLID AS
THE 1987 ORIGINAL, "WALL STREET."



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an advanced civilization elsewhere in the universe
want to vaporize the Earth immediately than
by making them sit through a United Nations
meeting as soon as they get here."

— MICHELLEMALKIN.COM REACTS TO NEWS THAT THE U.N. HAS TASKED MAZLAN OTHMAN, A MALAYSIAN
ASTROPHYSICIST, WITH COORDINATING HUMANITY'S RESPONSE TO AN EXTRATERRESTRIAL VISIT, IF NEEDED.

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puzzles lookout

Horoscope

LIBRA (Sept. 23-Oct. 22) You may receive some news that doesn't sit well with your belief system. Something's got to give; be ready to adjust.

SCORPIO (Oct. 23-Nov. 21) You may not have as much time as you had planned on to get certain things done. You are ready to make the choices that beckon.

SAGITTARIUS (Nov. 22-Dec. 21) A situation that arises at home will affect you at work — or vice versa. You can address complications effectively.

CAPRICORN (Dec. 22-Jan. 19) You can only do so much to ensure that others are fulfilling their obligations and performing their jobs up to par.

AQUARIUS (Jan. 20-Feb. 18) You may feel as though your presence is necessary for everything to go off without a hitch — and you may in fact be right.

PISCES (Feb. 19-March 20) You and a rival may be jockeying for position throughout the day. In the end, it will come down to a matter of timing and opportunity.

ARIES (March 21-April 19) Someone who can boast more experience than you will be in a position to lend you a hand when you most need it. Be sure to ask for help.

TAURUS (April 20-May 20) Avoid making any quick decisions that will affect others in ways you cannot fully anticipate. Take the time to sort things out.

GEMINI (May 21-June 20) Connections between what happened yesterday and what happens will be evident at every turn and can yield some exciting discoveries.

CANCER (June 21-July 22) Your schedule is likely to be affected by things left undone yesterday or the day before. You won't make the same mistake twice, surely.

LEO (July 23-Aug. 22) You may have to put something on hold in order to accommodate the desires of someone who outranks you.

VIRGO (Aug. 23-Sept. 22) You may have trouble explaining to others the significance of what you do, but soon the full impact should be apparent.

Scrabble Grams

PAR SCORE 200-210, BEST SCORE 283

I ₁	O ₁	Y ₄	K ₅	S ₁	M ₃	L ₁

3rd Letter Double

--

 RACK 1

A ₁	U ₁	S ₁	S ₁	P ₃	T ₁	C ₃

--

 RACK 2

E ₁	E ₁	C ₃	H ₄	R ₁	S ₁	C ₃

Triple Word Score

--

 RACK 3

A ₁	O ₁	U ₁	T ₁	T ₁	G ₂	B ₃

--

 RACK 4

Sunday's Solution

O ₁	C ₃	C ₃	L ₁	U ₁	D ₂	E ₁	RACK 1 =	62
T ₁	O ₁	P ₃	K ₅	N ₁	O ₁	T ₁	RACK 2 =	89
A ₁	C ₃	Q ₁₀	U ₁	I ₁	T ₁		RACK 3 =	17
B ₃	A ₁	P ₃	T ₁	I ₁	S ₁	M ₃	RACK 4 =	66
PAR SCORE 155-165							TOTAL	234

FOUR RACK TOTAL

Make a 2-7 letter word from the letters in each row. Add points of each word using scoring directions at right. 7-letter words get a 50-point bonus. Blank tiles used as any letter have no point value. Scrabble is a trademark of Hasbro in the U.S. and Canada.

Sudoku

EASY

9					6		5	7
7	6			8		4		
		4						
	9			5			6	2
		8	3		9	1		
6	5			7			3	
						5		
		9		4			1	8
1	2		5					4

Sunday's Solution

4	9	8	6	3	7	5	2	1
5	1	3	9	2	4	7	8	6
2	6	7	8	5	1	4	3	9
6	3	2	1	9	5	8	4	7
7	4	9	3	6	8	2	1	5
1	8	5	7	4	2	6	9	3
3	2	1	5	8	6	9	7	4
9	5	4	2	7	3	1	6	8
8	7	6	4	1	9	3	5	2

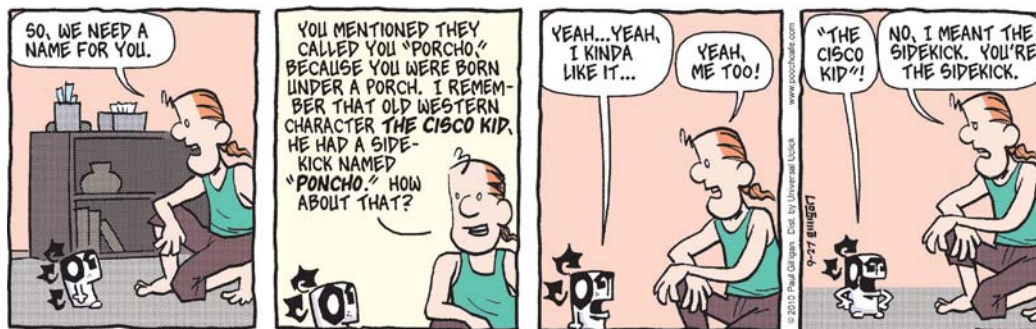
Need more Sudolku? Find another puzzle in the Comics section of The Post every Sunday and in the Style section Monday through Saturday.

© PUZZLES BY PAPPOCOM

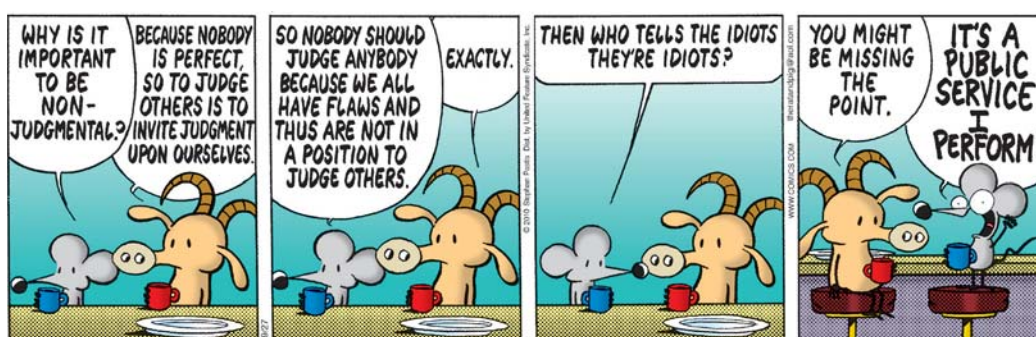
Comics

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POOCH CAFE | PAUL GILLIGAN



PEARLS BEFORE SWINE | STEPHAN PASTIS



Forecast

78 | 69

Today: Rain, becoming heavy today. Rain and a thunderstorm tonight.

82 | 62

Tomorrow: Showers and a thunderstorm tomorrow. Patchy clouds tomorrow night.

Looking Ahead



WED **THU** **FRI**
80 | 61 79 | 64 76 | 58

Sun and Moon
Sunrise today: 7:00 a.m.
Sunset today: 6:58 p.m.
Moonrise today: 8:59 p.m.
Moonset today: 11:12 a.m.

Almanac
Normal high: 76
Record high: 96
Normal low: 58
Record low: 38

FORECAST BY ACCUWEATHER.COM ©2009

K170 2x5

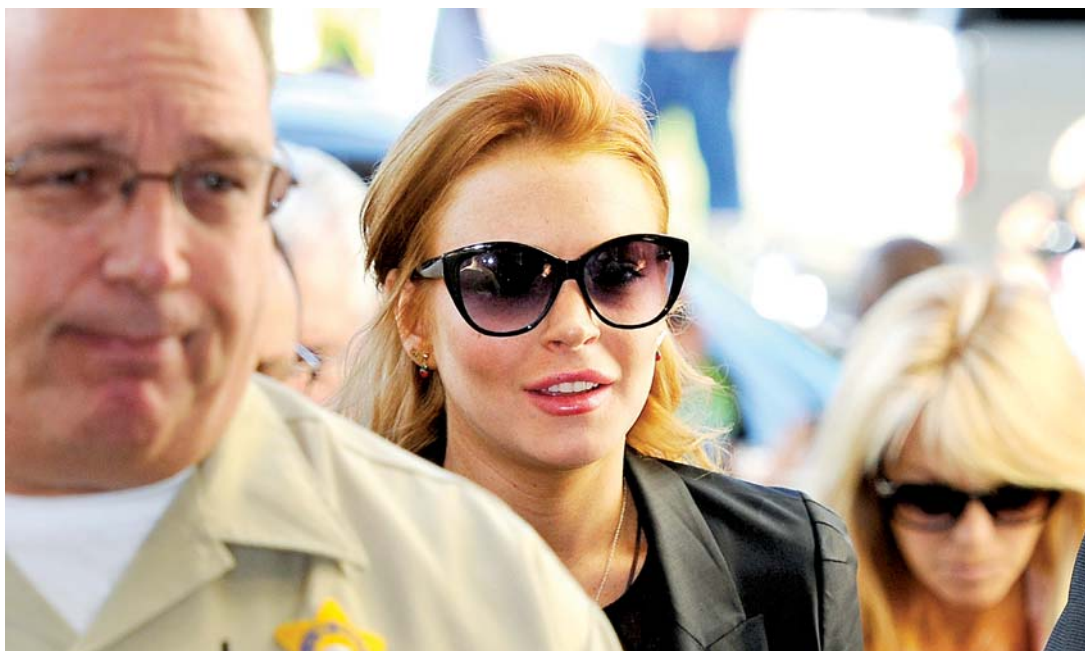
**LESSER TABLOIDS****Life & Style, OK! Mags Continue to Print Lies**

David Beckham is suing In Touch Weekly for its cover story claiming he hired hookers, Usmagazine.com reported. The suit, filed Friday, says the magazine libeled, slandered and caused intentional emotional distress for the soccer star. "Sadly, we live in a world where a magazine can print lies and believe they can get away with it," Beckham's rep told Us. (EXPRESS)

INCONSISTENT**'I Won't Take off My Clothes For Money — Oh, Wait, I Did'**

Nadya "Ooctomom" Suleman held a yard sale and auction in her front yard Saturday in an attempt to raise money toward a mortgage payment due Oct. 9, Radaronline.com reported. On offer was the swimsuit she wore on the cover of Star and assorted undergarments. For \$10, she would pose for photos with spec-

tators. "I will never pose nude to save my house," she told Radar. (EXPRESS)



KEVORK DJANSEZIAN/GETTY IMAGES

Dina Lohan hung her head in shame. She was out of focus, and everyone would soon know it.

PRISONERS**If You Hate Something, Set It Free**

Lindsay Lohan was freed from a Los Angeles jail Friday night, well short of the nearly monthlong stay a judge had intended for her. Lohan was released after posting \$300,000 bail, the Los Angeles County Sheriff's Department said. Lohan must wear an ankle alcohol monitor and stay away from establishments that primarily sell alcohol. (AP)

You've Got Mel!**Hindsight Is 20/1,000**

TMZ.com has obtained and posted an old love letter written by Mel Gibson to Oksana Grigorieva. "To my sweet beautiful little Russian," the four-page, handwritten missive begins. "There is no way I will squander something so precious!" it concludes. (EXPRESS)

**EXCESSIVE****Pauly D Prolongs the Agony of 'Jersey Shore's' Slow Decline**

Paul "DJ Pauly D" DelVecchio will star in a "Jersey Shore" spin-off, an unnamed source told Radaronline.com. "They have already chosen a name and, of course, it will be DJ-related," the source said. The show will supposedly be aired on MTV and will start shooting in September. (EXPRESS)

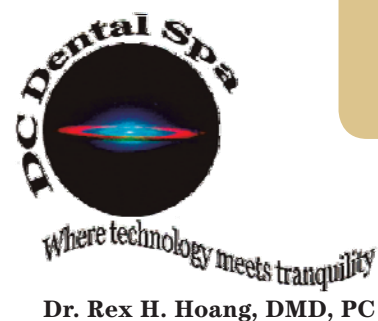


"As long as you have a separation, then it works. You have your personal life and work life, and when it's combined, it's difficult."

— LAUREN CONRAD ON "REALITY" TELEVISION, THE CONCEPT OF WHICH SHE EITHER DOESN'T UNDERSTAND OR UNDERSTANDS BETTER THAN US ALL.

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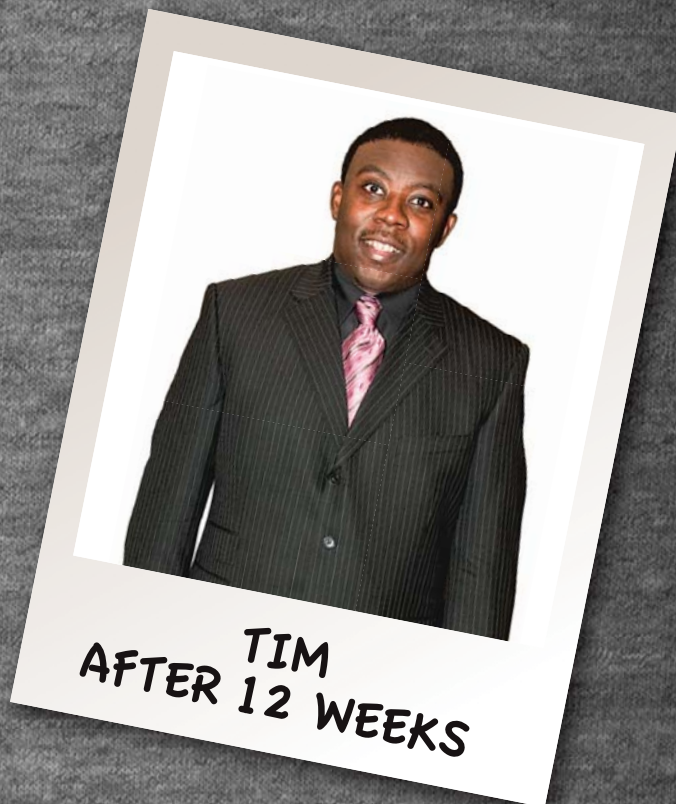


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